1999 ANNUAL REPORT

COMMUNAUTÉ URBAINE DE MONTRÉAL

Serving the Island, its people, its cities

An efficient organization

emphasizing employee involvement,

to provide quality services

to the municipalities and their citizens

100-06688/

1999 Annual Report

COMMUNAUTÉ
URBAINE
DE MONTRÉAL

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[1] All terms used in the above Table of Contents for describing the *Communauté urbaine de Montréal*'s various services and divisions, are in English. However, throughout the remainder of the Annual Report, the official French terms are used instead, as well as for mentioning various other official entities. Appropriate footnotes are provided to ensure clarity.

THE COMMUNAUTÉ URBAINE DE MONTRÉAL[1] IN THE GLOBAL VILLAGE

Since 1993, we at the *Communauté* have been concentrating on controlled management and cost containment. This year's stabilization of the municipalities' contributions bears witness that, in 1999, our efforts along these lines continued to be applied – and to bear fruit.

Nevertheless, this emphasis on numbers, laudatory though it may be, ought not to obscure our vision of other dimensions of the *Communauté*. One of its dimensions is its openness toward the world at large and its capacity, thanks to considerable demographic and economic weight, to extend in so many ways beyond its geographical borders.

We are not, perhaps, aware enough of the fact that this radiance is not only growing in effect, but also that most of our services are taking part in its dissemination. They have developed such an expertise, over the years, that we are proud to share it within Québec, across Canada and throughout the world. Inversely, because of the challenges inherent in our rapidly changing urban environment, our managers must sometimes go elsewhere to find the necessary expertise. What we are experiencing, therefore, is a two-fold phenomenon: the *Communauté*, for strategic reasons, is developing an increasingly symbiotic relationship with its immediate environment, and what we consider to be the 'immediate environment' has grown to encompass the globe itself.

"*Yes, Virginia*", globalization is a fact, and our activities reflect that fact in many ways.

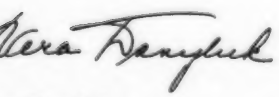
At the first level, many of our operations work in concert with local organizations. Our *Service de Police*[2] is in constant interaction with the *Sûreté du Québec* for the war against motorcycle gangs, and with the RCMP wherever the jurisdictions of the two forces overlap. Our *Centre de sécurité civile*[3] is unremittingly connected with the exterior (a crucial connection during the Y2K passage). Our *Division des parcs-nature*[4] developed partnerships with some island municipalities and even off-island municipalities bordering on the Saint-Lawrence River during the Lachine rapids project. The *Communauté* is virtually never out of touch with other large corporations (*Hydro-Québec*, Bell Canada, *Gaz Métropolitain*) due to continuous updating of its administrative practices (internal auditing, human resources management, etc.). One could also say that other levels of government use the *Communauté* for *one-stop* problem-resolution concerning matters within our sphere of competence.

But, there is more. The *Communauté*'s size per se, along with the strategic nature of its mandates, gives us a certain presence in the world whereby exchange with various national and international agencies is only natural. It was the *Communauté* that organized the 1999 assizes of the *Conférence internationale des maires des Grands Lacs et du Saint-Laurent*[5], of which we're a permanent member. Our Arts Council acts not only in partnership with the *Conseil Régional d'Île-de-France* (Paris's *Communauté*, if you will), but also it participates in certain UNESCO mandates. Our *Division de l'assainissement de l'air et de l'eau*[6] is twinned with the cities of Paris, New York, Vancouver and Toronto. Our *Service de police* has participated in international events in the U.S. and Belgium as well as on

missions in Haiti, Rwanda, Guatemala and Bosnia. Our *Division de la vérification interne*[7] was instrumental in organizing the International Conference of the Institute of Internal Auditors, held in June. Our *Division des parcs-nature*[8] has been linked to its counterpart in Lyon (France) since 1997; a link that was cemented in December's *Entretiens Jacques-Cartier*, where the *Communauté* was represented.

Nor can we ignore the permanent portal to the exterior - our Internet site, which though virtual, couldn't be more real. In January 1998, the site averaged 9,000 visits per day; by December 1999, that average had risen to nearly 32,000 hits/day!

In the present context of the reorganization of the metropolitan region, it seems self-evident that just such openness to the world in an institution such as the *Communauté*, is a clear indication of the value-added that a regional institution can offer to its member cities and its residents.



Vera Danyluk
Chair of the Executive Committee

1 Montreal Urban Community
2 Police Service
3 Emergency Preparedness Centre Division
4 Nature Parks Division
5 International Great Lakes and St-Lawrence Mayors' Conference
6 Air and Water Purification Division
7 Internal Auditing Division
8 Nature Parks Division

Members of the Community's Council

Chair
Georges Bossé
Mayor - Verdun

Vice-chair
Pierre Bourque
Mayor - Montréal

Chair – Executive Committee
Vera Danyluk

Members
Irving L. Adessky
Mayor - Hampstead

Michael Applebaum
Councillor - Montréal
Notre-Dame-de-Grâce District

Ovide T. Baciu
Mayor - Roxboro

Carl Baillargeon
Councillor - Montréal
Louis-Hébert District

Maurice Beauchamp
Councillor - Montréal
Saint-Sulpice District

Kettly Beauregard
Councillor - Montréal
Marie-Victorin District

Serge-Éric Bélanger
Councillor - Montréal
Sault-au-Récollet District

Hasmig Belleli
Councillor - Montréal
Ahuntsic District

Sonya Biddle
Councillor - Montréal
Décarie District

Philippe Bissonnette
Councillor - Montréal
Saint-Paul District

Yvon Boyer
Mayor - Saint-Pierre

André Cardinal
Councillor - Montréal
Plateau Mont-Royal District

Jacques Cardinal
Mayor - Sainte-Geneviève

Jacques Charbonneau
Councillor - Montréal
Louis-Riel District

Aimé Charron
Councillor - Montréal
Rivière-des-Prairies District

Giovanni De Michele
Councillor - Montréal
Marc-Aurèle Fortin District

Mary Deros
Councillor - Montréal
Parc-Extension District

Jean-Guy Deschamps
Councillor – Montréal
Tétreaultville District

Richer Dompierre
Councillor - Montréal
Maisonneuve District

Noushig Eloyan
Councillor - Montréal
L'Acadie District

Sammy Forcillo
Councillor - Montréal
Saint-Jacques District

Jean E. Fortier
Councillor - Montréal
Darlington District

Helen Fotopulos
Councillor - Montréal
Mile End District

Marcel Grégoire
Councillor - Montréal
Rosemont District

Ricardo Hrtschan
Mayor – Town of Mount-Royal

Edward Janiszewski
Mayor - Dollard-des-Ormeaux

Hélène Jolicoeur
Councillor - Montréal
Laurier District

Roy Kemp
Mayor - Beaconsfield

Yvon Labrosse
Mayor - Montréal-Est

Sylvain Lachance
Councillor - Montréal
Villeray District

Serge Lajeunesse
Councillor - Montréal
Sainte-Marie District

Pierre Lapointe
Councillor - Montréal
Fleury District

Luc Larivée
Councillor - Montréal
Hochelaga District

Denise Larouche
Councillor - Montréal
Bourbonnière District

Ivon Le Duc
Councillor - Montréal
Honoré-Beaugrand District

Michel Leduc
Mayor - LaSalle

Gérard Legault
Councillor - Montréal
Cartierville District

Robert Libman
Mayor - Côte Saint-Luc

Normand Marinacci
Mayor – Ville de L'Île-Bizard

William McCullock
Mayor - Lachine

George McLeish
Mayor - Senneville

William McMurchie
Mayor - Pointe-Claire

John W. Meaney
Mayor - Kirkland

Pierre-Yves Melançon
Councillor - Montréal
Côte-des-Neiges District

Marius Minier
Councillor - Montréal
Pointe-aux-Trembles District

Luis Miranda
Mayor - Anjou

Marcel Morin
Mayor - Pierrefonds

Anne Myles
Mayor - Baie d'Urfé

Bernard Paquet
Mayor - Saint-Laurent

Pierre Paquin
Councillor - Montréal
Émard District

Benoit Parent
Councillor - Montréal
Pierre-de-Coubertin District

Colette Paul
Councillor - Montréal
La Rousselière District

Jean-François Plante
Councillor - Montréal
Père-Marquette District

Michel Plante
Councillor - Montréal
Bout-de-l'Île District

Achille Polcaro
Councillor - Montréal
Jarry District

Germain Prégent
Councillor - Montréal
Saint-Henri District

Michel Prescott
Councillor - Montréal
Jeanne-Mance District

François Purcell
Councillor - Montréal
Saint-Édouard District

Marvin Rotrand
Councillor - Montréal
Snowdon District

Nicole Roy-Arcelin
Councillor - Montréal
Jean-Rivard District

Yves Ryan
Mayor - Montréal-Nord

Anie Samson
Councillor - Montréal
Octave-Crémazie District

Jeremy Searle
Councillor - Montréal
Loyola District

Marcel Sévigny
Councillor - Montréal
Pointe-Saint-Charles District

John A. Simms
Mayor - Montréal-Ouest

Claire St-Arnaud
Councillor - Montréal
Longue-Pointe District

Paolo Tamburello
Councillor - Montréal
Saint-Michel District

Richard Théorêt
Councillor - Montréal
De Lorimier District

Nicole Thibault
Councillor - Montréal
Étienne-Desmarteau District

Bill Tierney
Mayor - Sainte-Anne-de-Bellevue

Peter F. Trent
Mayor - Westmount

Jérôme Unterberg
Mayor - Outremont

Frank Venneri
Councillor - Montréal
François-Perrault District

Gerry Weiner
Councillor - Montréal
Peter-McGill District

Peter B. Yeomans
Mayor - Dorval

Saulie Zajdel
Councillor - Montréal
Victoria District

Frank Zampino
Mayor - Saint-Léonard

Chair
Vera Danyluk

Vice-chairs
Jean E. Fortier
Councillor - Montréal
Chair of the Standing Commission on Administration and Finance

Yves Ryan
Mayor - Montréal-Nord
Vice-chair of the Standing Commission on Public Security

Members
Georges Bossé
Mayor - Verdun
Chair of the Council

Pierre Bourque
Mayor - Montréal
Vice-chair of the Council

Jacques Charbonneau
Councillor - Montréal
Vice-chair of the Standing Commission on Environment Quality

Giovanni De Michele
Councillor - Montréal
Chair of the Standing Commission on Planning

Michel Leduc
Mayor - LaSalle
Chair of the Standing Commission on Environment Quality

Gérard Legault
Councillor - Montréal
Chair of the Standing Commission on Economic Development

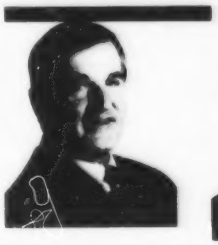
Bernard Paquet
Mayor - Saint-Laurent
Vice-chair of the Standing Commission on Planning

Claire St-Arnaud
Councillor - Montréal
Chair of the Standing Commission on Public Security

Peter F. Trent
Mayor - Westmount
Vice-chair of the Standing Commission on Administration and Finance

Peter B. Yeomans
Mayor - Dorval
Vice-chair of the Standing Commission on Economic Development

Mr. Georges Bossé



Mr. Pierre Bourque

Mr. Jacques Charbonneau

Mr. Giovanni De Michele

Mr. Michel Leduc

Mr. Gérard Legault

Mr. Bernard Paquet

Mrs. Claire St-Arnaud

Mr. Peter F. Trent

Mr. Peter B. Yeomans

Members of the Standing Commissions of Council

Administration and Finance Commission

Chair
Jean E. Fortier

Vice-chair
Peter F. Trent

Members
Serge-Éric Bélanger
Sylvain Lachance
René Lecavalier *(replaced December 8 by Jérôme Unterberg)*
William McCullock
William McMurchie

Planning Commission

Chair
Giovanni De Michele *(replaced November 26 by Bernard Paquet)*

Vice-chair
Bernard Paquet *(replaced November 26 by Giovanni De Michele)*

Members
Hasmig Belleli
Jacques Cardinal
Luis Miranda
Colette Paul
Bill Tierney *(replaced December 8 by Aimé Charron)*

Economic Development Commission

Chair
Gérard Legault

Vice-chair
Peter B. Yeomans

Members
Roy Kemp
Yvon Labrosse
Anne Myles
François Purcell
Saulie Zajdel

Environment Quality Commission

Chair
Michel Leduc *(replaced November 26 by Jacques Charbonneau)*

Vice-chair
Jacques Charbonneau *(position vacant since November 25)*

Members
Maurice Beauchamp *(replaced November 26 by Bill Tierney)*
Robert Libman
Michel Plante
Anie Samson
Jérôme Unterberg

Public Security Commission

Chair
Claire St-Arnaud

Vice-chair
Yves Ryan

Membres
Irving L. Adessky
Serge Lajeunesse
Marcel Morin
Benoît Parent
Québec government representative *(position vacant since September 7, 1999)*

Members of the Arts Council

Chair
Maurice Forget, Montréal

Vice-chairs
Robert Kouri, Pointe-Claire
Chantal Thomas, Outremont

Treasurer
Robert Juneau, CA*

Members
Rose-Marie Arbour, Montréal
Ovide T. Baciu, Roxboro
Henri Barras, Montréal
Clarence S. Bayne, Montréal
Michel Cartier, Montréal
Thérèse Tourigny des Aulniers, Ste-Geneviève/Pierrefonds
Naïm Kattan, Montréal
Gilbert Lepage, Outremont
John W. Meaney, Kirkland
Émile Ollivier, Montréal
Anne-Claire Poirier, Outremont
Denis Regnaud, Montréal
Françoise Sullivan, Montréal
Janine Sutto, Montréal
Bill Tierney, Sainte-Anne-de-Bellevue
Carole Tremblay, Verdun

Director general and Secretary
Jacques Cleary

* Automatic membership – CUM Treasurer

Members of the Administrative Council of the STCUM [1]

Chair
Frank Zampino

Vice-chair
Pierre-Yves Melançon

Members
Ovide T. Baciu
Vera Danyluk
Jean-Guy Deschamps
Yves Leblanc
John W. Meaney
Ginette Marotte
Achille Polcaro

Director general
Jacques Fortin

[1] Transit Corporation

Members of the *Comité consultatif sur les relations interculturelles et interraciales* [1]

Chair
Krystyna Starker

Vice-chair
Petro Choma

Members
Djénane Boulad
Anna Campagna
Nicole Cardinale
Pascual Delgado
Honey A. Dresher
Nick Franceschini
Alain Jean-Bart
Myrna Lashley
Alix Laurent
Edith Mukakayumba
Saõde Savary
Anca Tismanariu

[1] Advisory Committee on Intercultural and Interracial Relations

Management Staff

Director general
Claude Léger, Eng.

Air and Water Purification
Dr Jean Troalen, V.M.

Corporate Affairs
Daniel Malo

Economic Development Office
Sylvie Mercier

Emergency Preparedness Centre
Jean-Bernard Guindon

Food Inspection
Dr Jean Troalen, V.M.

Human Resources
Jacques Robillard

Information Technology Management
Daniel Malo

Land Planning and Development
Jacques-Errol Guérin

Legal Services
Me Jacqueline Leduc

9-1-1 Emergency Centre
Richard Boyer

Taxi Bureau
Richard Boyer

Technical Support
Serge Allie

Treasurer
Robert Juneau, CA

Valuation
Jean Bélanger

Wastewater Treatment Plant
Réjean Levesque, Eng.

Internal Auditing
Auditor
Gaétan Foisy

Police

Director
Michel Sarrazin

Deputy director Constabulary Branch
Robert Montanaro

Deputy director Investigation Branch
Richard McGinnis

Deputy director Administrative and Operational Support Branch
Serge Meloche

Assistant Director Planning, strategic and budgetary Orientation and Development
Diane Bourdeau

Assistant Director Assistant to the Director/Corporate Affairs
Michel Beaudoin

Secretariat
Secretary
Me Nicole Lafond

Arts Council
Director general and Secretary
Jacques Cleary

TERRITORY

The *Communauté urbaine de Montréal*[1] is a public organization whose territory comprises the 29 municipalities of the island of Montréal, Île Bizard and Île Dorval, with a total population of 1,806,082.

The *Communauté* covers 49,600 hectares, or 496 square kilometers. Approximately 85% of the territory have been designated for housing; commercial and industrial activity; public institutions; parks; roads, and other transportation infrastructures.

ORGANIZATIONAL STRUCTURE

A Council and an Executive Committee administer the *Communauté*, which is a corporation endowed with the general powers conferred upon such corporations by law.

The 80-member *Communauté* Council includes the Chairperson of the Executive Committee, the mayor and councillors of the City of Montréal, and the mayor of or a delegate from each member municipality - except for the Town of Dorval Island, which is represented in Council by the Mayor of the City of Dorval.

Council decisions require a double majority vote by representatives of the City of Montréal and representatives of the other member municipalities. Council exercises community powers. The 13-member Executive Committee, with its Chair and two Vice-Chairs is responsible for the administration of *Communauté* affairs.

The Chair, elected from among Council members, must resign from his or her post on any municipal council prior to assuming office. The 12 other members of the Executive Committee include the Chair and Vice-chair of Council, as well as the Chair and Vice-chair of each of the five standing Commissions of Council, to wit:

- Administration and Finance;
- Economic Development;
- Environment Quality;
- Planning;
- Public Security.

DUTIES

The *Communauté* is responsible for activities in the following areas:

- valuation of residential and business property in each of the member municipalities;
- drafting of a master development plan;
- creation and development of green spaces (nature parks);
- improvement of air quality;
- food inspection;
- wastewater treatment;
- mass transit within the territory;
- public security;
- economic development;
- regulation of the taxi industry;
- coordination of emergency measures.

The *Communauté* is also vested with lawful powers in the following domains:

- pick-up and recycling of waste;
- improvement of the aquatic environment.

In addition, the *Communauté* takes an active part in cultural endeavors through the Arts Council.

The *Société de transport de la Communauté urbaine de Montréal (STCUM)*[2], a separate corporation with close legal ties to the *Communauté*, operates the metro and mass transit surface systems. The *Communauté* therefore approves the annual budget and three-year capital expenditure program of the *STCUM*. Operating deficits are charged to member municipalities. Furthermore, *STCUM* borrowing regulations and user fares are subject to *Communauté* approval. The *STCUM* activities are dealt with in a separate report.

FINANCIAL PROFILE

The funds required by the *Communauté* to cover annual expenditures and charges relating to *STCUM* operations, excluding sundry revenues and grants, are payable by member municipalities in proportion to their respective tax potential.

To discharge its proportionate share of *Communauté* expenses, each member municipality may levy a general or special tax based upon the valuation of taxable real estate within the municipality.

Every year, for the *STCUM*, the *Communauté* is required to adopt a budget for the current year, a capital expenditure program for the upcoming three years, and a three-year capital expenditure program.

The *Communauté* budget may include the financing of long-term loans to amortize the cost of capital projects.

1 Montreal Urban Community
2 Montreal Urban Community Transit Corporation (MUCTC).

MUNICIPALITIES AND POPULATION

	MUNICIPALITY	1998*	1999**
1	Anjou	37 308	37 915
2	Baie d'Urfé	3 774	3 728
3	Beaconsfield	19 414	19 028
4	Côte Saint-Luc	29 705	28 940
5	Dollard-des-Ormeaux	47 826	48 398
6	Dorval	17 572	17 320
7	Hampstead	6 986	6 661
8	Kirkland	18 678	19 838
9	Lachine	35 171	35 627
10	LaSalle	72 029	73 457
11	L'Île-Bizard	13 038	14 022
12	L'Île-Dorval	2	2
13	Montréal	1 016 376	1 037 205
14	Montréal-Est	3 523	3 373
15	Montréal-Nord	81 581	82 355
16	Montréal-Ouest	5 254	5 174
17	Mont-Royal	18 282	18 293
18	Outremont	22 571	21 839
19	Pierrefonds	52 986	54 852
20	Pointe-Claire	28 435	29 049
21	Roxboro	5 950	5 715
22	Saint-Laurent	74 240	76 345
23	Saint-Léonard	71 327	72 344
24	Saint-Pierre	4 739	4 450
25	Sainte-Anne-de-Bellevue	4 700	5 228
26	Sainte-Geneviève	3 339	3 276
27	Senneville	906	897
28	Verdun	59 714	60 598
29	Westmount	20 420	20 153
	TOTAL	**1 775 846**	**1 806 082**

* According to decree D-1433-98

** According to decree D-1347-99

January

- The Executive Committee accepts the request of the Planning Commission to create **management plans for the littoral and flood plains** and asks the Commission to include the riverside municipalities on the West Island.

February

- The Executive Committee recommends that Council adopt the By-law authorizing the financing of $1,826,000 from the Communauté cash flow for the completion of the **Y2K computer programs.**

- The Executive Committee upholds the recommendation of the Public Security Commission that stabilized the **number of employees of the Police Service,** as well as setting its objectives.

March

- Presentation of the **Communauté's 1999 Budget** during a conjoint public meeting of the Standing Commissions of Council.
- Adoption by the Council of the Communauté's 1999 budget.
- The Executive Committee approves the standard contract between the Communauté and the municipalities of the territory with respect to the **saving of drinking water and the reduction of wastewater** and its financing from the budget of the "Contrôle des déversements industriels - contributions au programme d'économie d'eau".

April

- The Executive Committee votes a payment of $36,000 to Réseau environnement in order to get all the municipalities of the island of Montréal to participate in the **drinking water saving program for 1999.**
- Public hearings of the Bureau québécois de l'Année internationale des personnes âgées.

May

- The Communauté hosts the **International Great Lakes and St-Lawrence Mayors' Conference** from May 19 to 21.
- The Executive Committee approves the implementation of the new policy of **remuneration of Communauté management personnel,** except for auxiliary management.
- The Executive Committee passes the resolution of the Standing Commission on Public Security on **working conditions of police staff.**
- The Executive Committee approves the regulation governing **sharing of actuarial surplus** from the Communauté staff retirement fund.

June

- The Executive Committee recommends that the Council postpone for a three-year period (i.e. until May 2002) the **moratorium on the acquisition of green spaces** used for establishing Nature Parks.
- The agreement between the Communauté and the provincial Ministry of Agriculture, Fisheries and Food concerning the functioning and financing of the Communauté's **food inspection programs for 1999** is approved.
- The Executive Committee amends the article on the **fee-structure for the purification of industrial wastewater,** by modifying its application threshold for wastewater volume.
- The Executive Committee approves the regulation on **the utilization of the fruits of criminal activity** and proffers $908,000 to the Director of the Police Service for the development of investigations on such moneys as an additional project to the regular credits of the Drug Division.
- The Executive Committee authorizes, as part of the launching of the Montréal mixed **regional unit against motorcycle gangs,** the loan of Police Service personnel.
- The Communauté recommends to Mr. Paul Bégin, the Quebec Environment minister, that his ministry institute committees authorized to elaborate an **internal mercury management policy in hospitals,** that he prepare a provincial regulation forbidding the **sale of mercury thermometers** and that the return of **used mercury** to the point of sale be assured in accordance with the ministerial plan for the management of residual matter.

July

- The Executive Committee declares that the present **property valuation and rental value rolls** of all the municipalities on Communauté territory shall remain in effect until the end of 2000.

September

- The Executive Committee recommends to Council to pass an act concerning **the joining of the City of Lachine to Ville Saint-Pierre.**
- Conference of the Advisory Committee on Intercultural and Interracial Relations under the theme "A look at aging and ethnicity".

October

- The Executive Committee recommends that Council approve the modified text of the **taxi transport By-law** for Communauté territory.
- The Executive Committee authorizes the public tender for the renovations of the **Police Service headquarters** on Saint-Urbain St., Montréal.
- The Executive Committee recommends that Council approve a **long-term lease to the Ville de Montréal of Communauté land** encompassed by the Wastewater Treatment Plant and the Pointe-aux-Prairies nature park for the purposes of the Club de golf de l'Île-de-Montréal.

November

- Presentation of the **Communauté's 2000 Budget** during a conjoint public meeting of the Standing Commissions of Council.
- Council adopts the 2000 Budget.

December

- The Executive Committee recommends that Council approve the parameters of the pending agreement between the Communauté and **Montréal International** granting MI the Economic Development office's mandate to organize and manage promotional and prospecting activities for attracting foreign investors to the Communauté.
- The Executive Committee authorizes the signing of an agreement with the **Aéroports de Montréal** in order to ensure the presence of certain **police services** at Dorval Airport.

HIGHLIGHTS

In the course of the year, the *Bureau du président*[1] evaluated the structural and financial impacts of the recommendations contained in the *Commission nationale sur les finances et la fiscalité locale*[2] (a.k.a. the *Bédard Report*), which recorded various avenues to resolve the Montréal region's organizational and tax problems.

As part of an ongoing conversation between the *Communauté*[3] and the *ministère des Affaires municipales et de la Métropole*[4] concerning regional structure, the *Bureau* prepared a proposition on the metropolitan functions, corporate elements, financial interests and management of the transition period for the institution of a Metropolitan Council.

As far as transport is concerned, the *Bureau du président* compiled a report on the *Agence métropolitaine de transport's* (AMT) repercussions on *Communauté* territory. This analysis included both the *Communauté's* contributions to the AMT and the AMT's investments on the island of Montréal. The *Communauté's* opinion on the AMT's budget, tariff strategy for 2000 and triennial assets program covering the years 2000-2002 was also expressed therein.

The Bureau participated in the work of the *Conseil régional de développement de l'île de Montréal*[5], particularly for the elaboration of a strategic plan for CRDIM 2000-2005. The *Communauté's* contribution was concentrated mainly on diagnosis, the identification of the stakes and challenges and on strategic orientation.

In the area of public security, the *Bureau du président* concentrated on the consolidation of the Neighborhood Police that was put in place over the last two years, in order to ensure that the objective of improving service to citizens was in fact met. Another important dossier was the beginning of negotiations for the renewal of the police force's collective agreement. The *Bureau* also benefited from the services of a police inspector as part of his training experience.

1999 also meant the end of Gilles Lefebvre's mandate as Chair of the *Communauté's Conseil des arts*[6]. The *Bureau du président* coordinated the recruitment process for this post, culminating in the nomination of Mr. Maurice Forget. The *Conseil des Arts* also welcomed five new members.

The *Bureau* continued in its role of coordinator for the two work-groups of the *Communauté's Comité consultatif sur les relations interculturelles et interraciales*[7] (CCRII). It also nominated four new CCRII members and collaborated on the *Regard sur le vieillissement et l'ethnicité*[8] conference on September 23, in association with the City of LaSalle.

An important event to which the *Bureau du président* made a sustained contribution was the 13th annual assizes of the *Conférence internationale des Maires des Grands Lacs et du Saint-Laurent*[9], which the *Communauté* hosted on May 20 and 21. Over 120 people participated.

1 Office of the Chair of the Executive Committee
2 National Commission on municipal finances and fiscality
3 Montreal Urban Community
4 Provincial Municipal and Metropolitain Affairs Ministry
5 Regional Council on the development of the island of Montréal
6 Arts Council
7 Advisory Committee on Intercultural and Interracial Relations
8 *A look at Aging and Ethnicity*
9 International Great Lakes and St-Lawrence Mayors' Conference

MISSION

- To direct Communauté affairs
- To represent the Communauté externally

STRATEGIC IMPORTANCE

- Establishing the link between elected representatives and the administration
- Personifying and promoting the corporation's collective and community values

ACTIVITIES

- participates in activities of main decision-making bodies
- Plays a role in institutions within the Communauté

MISSION

- To foster tolerance and equality among citizens
- To fight racism
- To recommend programs and policies in accordance with these values

STRATEGIC IMPORTANCE

- Facilitating the integration of minorities
- Promoting the territory's pluralistic character

ACTIVITIES

- To establish formal contacts with ethnocultural minority groups
- To initiate special events based on its mission
- To advise, stimulate and support the Communauté and its bodies in the area of racial integration

CHAIR

- Krystyna Starker

HIGHLIGHTS

Intercultural and interracial relations are a responsibility of the *Bureau du président*[1] and the *Communauté's Division des affaires corporatives*[2], the former providing administrative support to the *Comité consultatif sur les relations interculturelles et interraciales*[3] (CCRII).

In 1999, the CCRII tabled a report before the Executive Committee on the following-up of recommendations formulated in 1995 with respect to the Neighborhood Police project.

On September 23, the CCRII organized its third annual conference in association with the *Communauté* municipalities. The conference took place in the city of LaSalle as part of the International Year of Seniors under the theme: *Regard sur le vieillissement et l'ethnicité*[4]. Over 200 people participated in this conference. The aims of the conference were three-fold:

- to sensitize municipal employees to the presence, treatment and needs of senior citizens;
- to evaluate municipal services in regard to the needs of senior citizens of ethnocultural origins;
- to re-establish the close cooperation between LaSalle's municipal services and the local organizations supporting senior citizens.

Throughout the year, the CCRII pursued its project dedicated to training food-handling instructors from ethnocultural communities in the context of the *Communauté's* regulations in such matters. The CCRII also welcomed four new members.

[1] Office of the Chair of the Executive Committee
[2] Corporate Affairs Division
[3] Advisory Committee on Intercultural and Interracial Relations
[4] *A look at Aging and Ethnicity*

Acquire performance indicators and draw comparisons with other organizations;

Improve cohesion and corporate identification of Communauté services;

Augment and improve client-supplier relations.

Highlights

1999 saw the finalization of the development and implementation of a computer-assisted system for managing decision-making documents (GDD, or *Gestion des dossiers décisionnels*) capable of dealing with the immense quantity of data and decisions generated by management.

At the same time, the *Secrétariat* began to consider the logistics of the computerized management of electronic and paper documents (GIDEP).

In January, the administrative unit of the Standing Commissions, which until that time had been under the jurisdiction of the General Management, became the responsibility of the *Secrétariat*.

This year, the *Secrétariat* processed 1,383 dossiers, including 851 resolutions, 22 by-laws and 227 follow-ups. The retirement fund management committees studied 314 files and adopted 207 resolutions. The *Secrétariat* also coordinated 20 public calls for tender, with 177 bids all told, and processed 436 requests for access to documents. In terms of document management, 1,747 were analyzed and 4,243 searches were carried out.

Mission

- To manage the Communauté's executive obligations
- To provide corporate support to the various bodies

Strategic importance

- Ensuring the integrity of the decision-making process
- Supervising the application of the Loi sur l'accès aux documents des organismes publics and the protection of personal information

Activities

- To assist Council, the Executive Committee, the Standing Commissions and other bodies in their tasks
- To disseminate official documents
- To handle and preserve the archives

Secretary

- Me Nicole Lafond

Acquire performance indicators and draw comparisons with other organizations;

Improve cohesion and corporate identification of Communauté services;

Augment and improve client-supplier relations.

HIGHLIGHTS

MISSION

- To ensure that the Communauté's activities (except the STCUM's) are managed efficiently and effectively
- To protect the Communauté's assets (except the STCUM's)

STRATEGIC IMPORTANCE

- Protecting the public's interests
- Protecting the Communauté's reputation and interests

ACTIVITIES

- To examine departmental bookkeeping
- To Examine financial, administrative and operational procedures

DIRECTOR

- Gaétan Foisy

Since 1998, the *Division de la vérification interne*[1] operates under the aegis of the Chair of the Executive Committee. Therefore, for the first time, the Division presented its annual report for the preceding year and files being treated in the current year.

In the course of the year, the Division submitted ten auditing reports and two debt payment certificates (one for the metro, the other for wastewater treatment) to the provincial government.

In 1999, the audits concluded and presented to the Auditing Committees were horizontal (verification of one particular facet in all services) and vertical (verification of one particular service, or a part thereof in all its phases). The principal audits dealt with the following: By-law 77 (capital expenditure), a part of By-law 125 (furniture and office equipment acquired for the Neighborhood Police), overtime, Police Service bank accounts, cash receipt control at the *parc-nature du Cap-Saint-Jacques*[2] beach, control of the associations and members of the *Bureau du taxi*[3] as well as the mission and activities of the *Division de l'aménagement*[4].

[1] Internal Auditing Division
[2] The Cap-Saint-Jacques nature park
[3] Taxi Bureau Division
[4] Land Planning Division

HIGHLIGHTS

In 1999, the Standing Commissions of Council held 81 sessions, 21 of which were public. The main topics were as follows.

In anticipation of the year 2000, the **Administration & Finance Commission** took stock of the computer systems and applications in use at the *Communauté*, thus assuring their conformity, and that of the future system. The *Service de l'évaluation*[1] provided information on the evaluation role development for the years 2001-2002-2003, and possibilities for future roles.

The **Planning Commission** postponed the moratorium on green-space acquisition for three years. In order to consolidate the existing parks, it established conditions governing the exchange or purchase of land financed by the sale of assets. The Commission recommended the adoption of By-law 89-38, abrogating chapter 9 of the *dossier complémentaire du schéma d'aménagement*, in order to streamline procedures and help the municipalities achieve faster implementation of their zoning By-law amendments.

The **Environment Quality Commission**, concentrating on water management, showed that a reduction in water consumption would decrease drinking water and wastewater treatment production costs. Attacking the problem of mercury discharge at its source, it proposed that the *Communauté* ask the *ministère de l'Environnement du Québec*[2] to establish working committees - with $1.5 million in financial aid over 3 years to finance the participation of the *Communauté*. The Council subsequently supported this proposal. Various positive reports were presented during the year. One outstanding example is the industrial wastewater fee-structure program, which, starting on July 1, 2000, is due to move into phase 3 (concerning the discharge of more than 100,000 m³/yr. of wastewater). The new shoreline water-quality analysis program and the 1998 annual reports for the *Division de l'assainissement de l'air et de l'eau*[3] and the *Station d'épuration des eaux usées*[4] were tabled. The Commission also examined various financing possibilities for the *Division de l'assainissement de l'air et de l'eau*'s activities, including the institution of a tariff linked to permits. Certain problems need to be solved first, however, not the least amongst which is maintaining government subsidies at their present levels.

The **Public Security Commission** acknowledged the annual report of the *Service de police de la Communauté urbaine de Montréal* (SPCUM)[5] activities, which revealed the lowest crime rate on the territory since 1979, a decrease of 5% since 1997. Two presentations took place on the use of a helicopter to help combat crime. The record of the 2nd phase of the implementation of the Neighborhood Police (PDQ), starting at the opening in 1998 of the last 26 stations and the two operational centres in the northern and eastern sections of the territory, was also discussed. The SPCUM instituted an itinerary of change - geared to reinforcing the PDQ over the next four years. The activities of the Partners' advisory Committees and the action taken in response to the recommendations of the *Comité consultatif sur les relations interculturelles et interraciales*[6] were also examined.

The **Economic Development Commission** examined modifications to By-law 97 (travel by taxi), primarily affecting safety, client service, discipline and the increase in rates payable to the *Communauté*. It also studied progress on the consolidation of efforts to seek out foreign investment projects and promote the metropolitan region. The Council later confirmed the Commission's recommendation to transfer to *Montréal International* the prospecting for foreign investment assumed until then by the *Office de développement économique*[7], as such a move would avail potential investors of the advantages of having to deal with only one department.

1 Valuation Service
2 Quebec's Ministry of Environment
3 Air and Water Purification Division
4 Wastewater Treatment Plant
5 The *Communauté*'s Police Service
6 Advisory Committee on Intercultural and Interracial Relations
7 Economic Development Office

MISSION

- To act at the request of Council and the Executive Committee
- To study various issues and provide recommendations

COMPOSITION

- 7 members of Council (maximum)
- A balanced representation of Montréal and its suburbs
- 1 chair, 1 vice-chair (co-opted)

FREQUENCY

- ± 4 statutory meetings/year plus working meetings

MISSION

- To administer Communauté business under the authority of the Executive Committee
- To exercise authority over service directors (except the Secretary, the Internal Auditor and the Director of the SPCUM)

STRATEGIC IMPORTANCE

- Ensuring the effective use of human financial and material resources in conformity with the Executive Committee's orientations and decisions
- Ensuring harmonious inter and intra-community integration including the interface between the Executive Committee and service directors

ACTIVITIES

- Coordinate intra-management interaction mechanisms
- Coordinate departmental budget estimates

DIRECTOR GENERAL

- Claude Léger, Eng.

MANAGING THE *COMMUNAUTÉ* IN 1999: A VISION AND ITS OBJECTIVES

Since 1999 was my first complete year as Director General of the *Communauté urbaine de Montréal*, I decided to start by inviting the Directors of services to concentrate their efforts on some fundamental objectives; some general, some more specific, yet all based on a communal vision that, by virtue of being simple and shouldered by all, could prove motivating.

The table at the bottom of the page provides a synopsis of those orientations.

This will give the reader of our 1999 Annual Report the opportunity to judge the highlights of the services, which are listed herein, against the items of the general objectives established at the beginning of the year.

Not every single item can, of course, be applied indiscriminately to all *Communauté* services. For example, the items concerning self-generated revenues cannot apply to an administrative service having nothing but expenses. It is also possible that a particular service may already have been more advanced than its peers on the path towards the accomplishment of certain objectives. For such a service, the challenge would be somewhat less daunting. Then, too, exceptionally difficult mitigating circumstances could obscure for some the path to a particular objective.

With this in mind, the Annual Report is an attestation to the fact that every element of the *Communauté urbaine de Montréal* not only got into the spirit of our plan of action, but that they did it with a considerable measure of success.

Consequently, I am convinced that, for 1999 at any rate, our real *boss* - the people - came out the undisputed winner.

I am - and I say this categorically - proud of this accomplishment. For sure, that pride is rooted in the recognition that *all* employees, whether white collar, blue collar or upper-management of the *Communauté*, once more demonstrated the superior flexibility, adaptability and vision of our *Communauté*.

I should like to close on a more personal note - by thanking the individuals with whom I worked in 1999, directors, employees and elected officials, for having filled my first year as Director General with so much positive energy.

Claude Léger, Eng.
Director General

VISION

- *An efficient organization*
- *emphasizing employee involvement,*
- *in order to provide quality services*
- *to the municipalities and their citizens*

OBJECTIVES

CORPORATE OBJECTIVES

- *Increase efficiency, maximize revenues other than municipal contributions, reduce expenses;*
- *Acquire performance indicators and draw comparisons with other organizations;*
- *Improve cohesion and corporate identification of Communauté services;*
- *Improve services to members of the cultural communities.*

SPECIFIC OBJECTIVES

"Supplier" Services

- *Integrate client-satisfaction evaluation mechanisms;*
- *Improve client satisfaction.*

"Supplier" and "Client" Services

- *Augment and improve client-supplier relations;*
- *Enlist the participation of the Information Technology Management Division's client-services for the accomplishment of its goals according to the established policy.*

Administrative Services

- *Enquire into the possibility of integrating redundant administrative services internally as well as externally.*

Acquire performance indicators and draw comparisons with other organizations;

Improve cohesion and corporate identification of Communauté services;

Improve services to members of the cultural communities;

Integrate client-satisfaction evaluation mechanisms;

Augment and improve client-supplier relations;

Enquire into the possibility of integrating redundant administrative services internally as well as externally.

Highlights

In 1999, the *Division des affaires corporatives*[1] not only kept the *Communauté*'s web site up to date on a daily basis, but it also developed a new interface that was installed on the French site, with update on the English site due in 2000.

Site traffic on the site went up to over 200,000 hits per week – a steady climb to a 100% increase over 1998.

In collaboration with the services concerned, the Division also developed and launched various projects such as the aquatic viewing network and the metropolitan atlas. Furthermore, it oversaw the *Communauté*-NET project dedicated to offering various services to *Communauté* municipalities.

Intercultural and Interracial Relations

The Division, which administers intercultural and interracial relations, consolidated coordination of that department's dossiers. With the Executive Committee's approval for its work plan, the *Comité consultatif sur les relations interculturelles et interraciales*[2] (CCRII) concentrated on following-up the 1995 recommendations regarding the Neighborhood Police. In 1999, the CCRII, in association with the municipalities on *Communauté* territory, organized its third annual conference under the theme: *Regard sur le vieillissement et l'ethnicité*[3]. The conference was held on September 23, 1999 in the city of LaSalle, where over 200 people participated. In 1999, four new members were elected to the CCRII.

Communications

The communications sector of the Division completed its first full year of the twice-weekly publication of the *Le Tour de l'Île* internal newsletter. They published a record 437 articles. The quantity of the organization's production staff and media relations sector were stabilized. A permanent resource person was appointed to the *Service de l'environnement*[4] and the inventory and classification of the *Station d'épuration des eaux usées*'s[5] *photothèque* was commenced. The sector also helped organize the *Biosphère* prizes ceremony held during the *Journée de l'eau*[6], and the annual assizes of the *Conférence des maires des Grands Lacs et du Saint-Laurent*[7], which the *Communauté* hosted in Montréal. Lastly, it managed all communications related to the *Communauté*'s role during the transposition to the year 2000 for the *Communauté*'s *Centre de sécurité civile*[8].

1 Corporate Affairs Division
2 Advisory Committee on Intercultural and Interracial Relations
3 *A look at Aging and Ethnicity*
4 Environment Service
5 Wastewater Treatment Plant
6 Water Saving Day
7 International Great Lakes and St-Lawrence Mayors' Conference
8 Emergency Preparedness Centre

Mission

- To develop and update corporate information
- To assess organizational performance

Strategic Importance

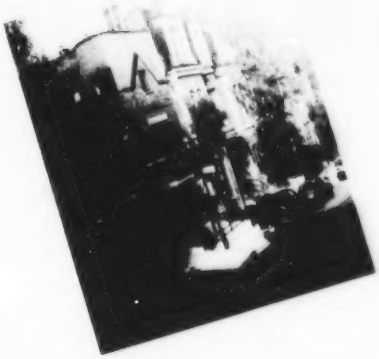
- Maintaining the Communauté's image (internally and, externally)
- Maintaining the Communauté's communication capabilities (quality of tools, communication integrity)

Activities

- Manages the Communauté website, internal newsletter "Le Tour de l'Île", and corporate communications
- Provides support to the CCRII
- Updates corporate management information

Director

- Daniel Malo



Acquire performance indicators and draw comparisons with other organizations;

Improve cohesion and corporate identification of Communauté services;

Integrate client-satisfaction evaluation mechanisms;

Enlist the participation of the Information Technology Management Division's client-services for the accomplishment of its goals according to the established policy.

MISSION

- To produce, maintain and defend the property valuation and rental value rolls for taxation purposes by the 29 municipalities

STRATEGIC IMPORTANCE

- Permitting uniformity of the valuation process throughout the island
- Providing an equitable calculation method for proportional expenses

ACTIVITIES

- To establish tax potential
- To carry out valuations and inspections
- To update rolls continuously
- To provide expertise for the appeals procedure
- To manage the administrative revision procedure

DIRECTOR

- Jean Bélanger

HIGHLIGHTS

The *Service de l'évaluation*[1] has established an ongoing dialog with its major partners, held numerous information sessions with its institutional counterparts, and conducted a survey among taxpayers of the territory. In addition, having previously created a Call Centre, efforts were made to improve its capabilities as far as appropriate dispatching of the calls is concerned. The results of those efforts are in the process of being analyzed.

The *Service de l'évaluation* issued 64,283 valuation certificates amending property valuation rolls and 30,441 amending rental valuation rolls for a total of 94,724. These certificates were issued for different reasons, such as new buildings being added to the rolls, renovations, changes in ownership or decisions handed down by the *Tribunal administratif du Québec* (TAQ).

During the year, the Service processed 687 valuation appeals.

Last September, the de-synchronization started in 1997 would have resulted in a roll affecting 29 municipalities, however, Bill 46 adopted in June 1999 enabled the *Communauté* to postpone the deadline for another year.

The Service continued its residential re-inspection program with 9,896 property visits.

On December 31, the total evaluation of property listed on the rolls was $107.1 billion. There were 396,050 properties.

[1] Valuation Service

HIGHLIGHTS

For the *Division de la gestion des technologies de l'information*[1] (DGTI), 1999 was dominated by the implementation phase: the *Communauté*'s intranet was set up. Service agreements establishing the ground-rules for computer management as well as the budgets and expected services – including personnel optimization – were concluded with the *Service de l'évaluation*[2], the *Station d'épuration des eaux usées*[3], the *Trésorerie*[4] and the *Service de la mise en valeur du territoire*[5]. Negotiations concerning similar matters were also started with the *Communauté*'s *Service de Police*[6] in the hopes that an agreement will be reached by the beginning of 2000.

The Division has developed new budget and accounting parameters in order to facilitate holistic management of computer resources. The DGTI also adopted a management value ethic comprising service quality and partnerships as well as the priorities and professionalism of its personnel. It established its orientation for future objectives, strategic planning and operating structure. The management committee also instituted improvement committees for technological orientation, human resource development, service quality, finance and communications.

[1] Information Technology Management Division
[2] Valuation Service
[3] Wastewater Treatment Plant
[4] Treasury Service
[5] Land Planning and Development Service
[6] Police Service

1999 STRATEGIC AIMS

Acquire performance indicators and draw comparisons with other organizations;

Improve cohesion and corporate identification of Communauté services;

Integrate client-satisfaction evaluation mechanisms;

Augment and improve client-supplier relations;

Enlist the participation of the Information Technology Management Division's client-services for the accomplishment of its goals according to the established policy;

Enquire into the possibility of integrating redundant administrative services internally as well as externally.

MISSION

- To support the business needs of all Communauté services by providing computer expertise and services
- To advise the Communauté on technological development and corporate information management

STRATEGIC IMPORTANCE

- Ensuring continuous cost-effective and efficacious computer services
- Ensuring compatibility and convergence of the various technological platforms
- Facilitating a holistic vision and global planning of human resources and budgetary information

ACTIVITIES

- Managing computer systems and the telecommunication network

DIRECTOR

- Daniel Malo

Ressources humaines (Division des)

1999 Strategic Axis

Acquire performance indicators and draw comparisons with other organizations;

Improve cohesion and corporate identification of Communauté services;

Improve services to members of the cultural communities;

Integrate client-satisfaction evaluation mechanisms;

Augment and improve client-supplier relations;

Enquire into the possibility of integrating redundant administrative services internally as well as externally.

Mission

- To advise the Director General and the managers on human resource management

Strategic importance

- Adapting human resource management to operational realities
- Promoting management autonomy

Activities

- Recruitment, selection, training, classification and personnel remuneration programs
- Employee assistance, respect of individual rights and health and safety programs
- Collective agreement negotiations, employee relations and communication with unions
- Organizational analysis programs

Director

- Jacques Robillard

Highlights

1999 was distinguished by the implementation of the *Division des ressources humaines*'s[1] new structure: more oriented towards integrated management of the various human resources activities by launching the one-stop concept for its clients.

The Division concluded several corporate dossiers, such as the initiation of the new management staff remuneration plan. Many work sessions of the white-collar productivity committee took place in order to find ways to reduce manpower costs. The Division offered its collaboration with organizational development issues and restructuring of certain services and it oversaw negotiations or assisted services with the Y2K transition.

At the same time, the Division held 52 selection competitions, provided over 150 days of training and handled 1,160 salary-insurance or work accident claims.

[1] Human Resources Division

HIGHLIGHTS

1,166 of the 2,234 active operational files were opened in 1999.

The *Communauté* paid out $522,325 in capital costs, additional indemnity, interest and expenses related to civil suits totalling $87,334,391 in capital.

It also paid out $16,480 in capital costs and expenses for out of court settlement of claims totalling $689,337.

MISSION

- To contribute legal services, juridical disaster assessment and claim expertise within Communauté jurisdiction

STRATEGIC IMPORTANCE

- To assure permanent protection of the Communauté's rights, and respect of its jurisdictions

ACTIVITIES

- To ensure the defence of the Communauté's rights
- To provide counsel in legal matters

DIRECTOR

- Me Jacqueline Leduc

1999 STRATEGIC AXES

Acquire performance indicators and draw comparisons with other organizations;

Improve cohesion and corporate identification of Communauté services;

Integrate client-satisfaction evaluation mechanisms;

Augment and improve client-supplier relations;

Enquire into the possibility of integrating redundant administrative services internally as well as externally.

Soutien technique (Service du)

Acquire performance indicators and draw comparisons with other organizations;

Improve cohesion and corporate identification of Communauté services;

Integrate client-satisfaction evaluation mechanisms;

Augment and improve client-supplier relations;

Enquire into the possibility of integrating redundant administrative services internally as well as externally.

Mission
- To provide expertise and services for support activities

Strategic importance
- Ensuring a continuous, effective supply of services at the lowest cost

Activities
- To manage printing, telephone services, office supplies and buildings
- To carry out real-estate projects (rental and construction)
- To manage tenders

Director
- Serge Allie

Highlights

For the *Service du soutien technique*[1], 1999, with the opening of the Eastern Operational Centre and Neighborhood Station 36, signalled the end of the Neighborhood Police project for its *Section des projets immobiliers*[2].

On another front, because of the acquisition of the building at 1441 St-Urbain St. – the future headquarters of the *Communauté*'s *Service de Police*[3] – the plans and the specification documents for the necessary renovations were completed. The public tender was announced and the contract awarded. Delivery of the new headquarters is expected in September 2000.

In anticipation of Y2K, all sections of the *Service du soutien technique* were called upon to ensure the smooth functioning of the buildings, their constituent parts and telecommunication services. Agreements were concluded with various suppliers to guarantee the required assistance to the ensemble of the *Communauté*'s operational departments.

The Service also completed and revised the information on its page of the *Communauté*'s web site, particularly for the benefit of goods and services suppliers, and began construction of an intranet site to facilitate information accessibility within the *Communauté*.

The *Division des achats*[4] continued its cooperative purchasing program with the territory municipalities and over $3,300,000 in contracts was awarded.

The *Section imprimerie*[5] modernized its copying equipment and improved its response capacity for internal clients.

1 Technical Support Service
2 Real estate Section
3 Police Service
4 Purchasing Division
5 Printing Section

HIGHLIGHTS

1999 was a singular year for the *Service de la trésorerie*[1], as it supported the Budget Committee's work leading to the adoption of two budgets by the *Communauté* Council.

This is explained by the fact that the adoption of the *Communauté* budget can be postponed the year of a general election in Montréal (which takes place in November). The budget for 1999 was thus adopted on March 3, 1999. It included the slight increase of $11.4 million (1.4%) in apportionment to the municipalities.

The year 2000's budget was adopted in November 1999, and was prepared according to the new government standards on municipal accounting and financial reporting. There is now $818.9 million in apportionment to the municipalities. The adoption of the new standards required a concerted effort on the part of those in charge of budget preparation and accounting. What's more, *Trésorerie* personnel had to evaluate the budgetary and accounting impact of the reform.

In March 1999, the *Trésorerie* also produced the audited financial statements of the *Communauté* and the retirement funds. External auditors gave an unreserved opinion on the financial statements.

Representatives from the Moody's firm have examined our financial situation in order to update the *Communauté*'s credit rating.

In anticipation of Y2K, important modifications were made to the financial systems for both payroll management and accounting of all financial and book transactions. The *Trésorerie* also completed the migration of pay-related systems and installed a more user-friendly version of the GESCU$ financial software, while continuing to invest in compatible computer tools.

The *Trésorerie* completed two long-term financing transactions in 1999. Firstly, in May, a public bond issuance on the Canadian market permitted a $50 million loan for periods varying from three to ten years. The financing program for a 27 million American dollar bank loan for a four-year period, to refinance due debts, was completed in June.

The *Trésorerie* is also mandated to manage the assets of the *Communauté*'s management staff and unionized employees' retirement funds. The management of which is in conformity with the investment policies adopted by the management committees of the retirement funds. In 1999, total investment value exceeded one half billion dollars, reaching $534 million on December 31.

[1] Treasury Service

1999 STRATEGIC AXIS

Acquire performance indicators and draw comparisons with other organizations;

Improve cohesion and corporate identification of Communauté services;

Augment and improve client-supplier relations;

Enlist the participation of the Information Technology Management Division's client-services for the accomplishment of its goals according to the established policy;

Enquire into the possibility of integrating redundant administrative services internally as well as externally.

MISSION

- To maintain the cash flow necessitated by Communauté activities

STRATEGIC IMPORTANCE

- To guarantee the quality of forecasted financial statements
- To provide efficiency and synergy to management systems

ACTIVITIES

- Preparing the budget
- Controlling revenues, expenses, salaries, and account payments
- Certifying the availability of credits
- Receivable collection
- Managing financing and payrolls

DIRECTOR

- Robert Juneau, CA

1999 STRATEGIC AXIS

Acquire performance indicators and draw comparisons with other organizations;

Improve cohesion and corporate identification of Communauté services;

Enlist the participation of the Information Technology Management Division's client-services for the accomplishment of its goals according to the established policy.

MISSION

- To draft a master development plan
- To ensure the enforcement of the Loi sur l'aménagement et l'urbanisme

STRATEGIC IMPORTANCE

- Collective and harmonious development strategy for the island
- Capacity to analyse governmental actions

ACTIVITIES

- Managing activities related to the master development plan
- Producing studies and analyses concerning the island's development

DIRECTOR

- Jacques-Errol Guérin

HIGHLIGHTS

AMÉNAGEMENT (DIVISION DE L')

On April 21, 1999, the *Communauté* Council authorized the creation of the *Service de la mise en valeur du territoire*[1] as a replacement for the *Service de la planification du territoire*[2]. From now on, the new service includes the *Division de l'aménagement*[3] and the *Divison des services aux usagers – parcs-nature*[4].

In 1999, the *Division de l'aménagement* was mandated to look after various dossiers such as the beautifying of the Bertrand creek and the Lachine rapids, in conjunction with the municipalities and organizations concerned.

The Division participated in joint committees with the *ministère des Affaires municipales et de la Métropole*[5] (MAMM), the *ministère des Transports*[6] (MTQ) and the *ministère l'Environnement du Québec*[7] (MENV) to guarantee the best interests of the *Communauté* in the dossiers directly concerning the territory or indirectly affecting it in any way. The Division also instigated a network of contacts in order to develop good relations with other clients and strategically important external parties.

The *Division de l'aménagement* signed an agreement to share responsibilities with the *Division de la gestion des technologies de l'information*[8] (DGTI), concerning employee transfer and geomatics.

This year, the Division continued developing the metropolitan atlas and integrating the *Communauté* and Police Service geobases. A modification to the master development plan facilitated the institution of municipal occupation-density zoning By-laws.

At the Planning Commission's request, the Division held two meetings with the *ministère de l'Environnement du Québec* and the *Communauté* municipalities in order to clarify their interest in participating in the process of developing a river bank, littoral and flood-plain management plan. The Division also signed an inter-organizational agreement on the Lachine rapids and finished the administrative codification of the development plan.

Furthermore, the Division supervised the maintenance and planning of the nature parks within the overall financial and temporal restraints and developed a landscape management program representing a new approach in holistic environment management.

Lastly, the Division negotiated an entente with the City of Montréal leading to the signing of a lease for the utilization of a part of the grounds administered by the *Station d'épuration des eaux usées*[9] and the Pointe-aux-Prairies nature park to facilitate the creation of the *Club de golf de l'Île-de-Montréal*.

1 Land Planning and Development Service
2 Land Planning Dept.
3 Land Planning Division
4 Nature parks – Visitors' Service Division
5 Provincial Municipal and Metropolitain Affairs Ministry
6 Provincial Transport Ministry
7 Provincial Environment Ministry
8 Information Technology Management Division
9 Wastewater Treatment Plant

HIGHLIGHTS

SERVICES AUX USAGERS – PARCS-NATURE (DIVISION DES)

Throughout the year, the *Division des Services aux usagers – parcs-nature*[1] continued developing its recreation/tourism orientation with a view to further reducing costs and maximizing revenues.

Revenues from parking fees, entrance fees to the Outdoor Recreational Centre and beach at the Cap-Saint-Jacques nature park, hall rentals and site leasing for film productions totalled $732,500. Consequently, the Division had revenues in excess of 17% greater than the budgetary targets.

MARKETING

The Division implemented successful marketing strategies – particularly in promoting its activities and services to the public. A new activity calendar concept was developed and the distribution network enlarged by, among other things, insertion in the daily newspaper *La Presse*. The new press relations subsequently brought about good media coverage for the nature parks. Furthermore, a new web-page concept for the nature parks was used on the *Communauté* site and a page on daily ski conditions was added.

CLIENT-SERVICE

The client-service program was strengthened in the welcoming, parking, dog-control and customer complaint areas. This involved providing the welcoming personnel with training in dealing with troublesome visitors.

Newly trained teams of patrollers began to issue tickets. An agreement was signed with some Neighborhood Police stations so that the police, too, could patrol in the nature parks.

In order to improve future service, park clients were polled on their satisfaction levels with the ecological farm and beach at the Cap-Saint-Jacques nature park.

BUDGETARY ORIENTATIONS

Minimizing the fiscal burden continued to be a goal. Contract optimization; improving maintenance methods and processes; overall self-financing of welcoming, recreational, educational and commercial activities, as well as prioritizing sponsorships were all methods used to achieve this end. The Division also continued to find ways to earn revenue from its buildings, notably the MacDougall Manor, which was rented out for film production and the *maison Brunet* in which halls were rented out in partnership with the *D-Trois-Pierres* Corporation.

PARTNERSHIPS

The Division again exploited partnerships to develop major projects:
- **Cité Historia** for the development of the historic complex at Sault-au-Récollet on the Île-de-la-Visitation nature park, the final phase of the bistro-terrace and grant applications;
- **Corporation D-Trois-Pierres** for the development of the Cap-Saint-Jacques nature park's ecological farm including the construction of a new terrace and a service counter as well as the finishing of the new general store;
- **The Groupe uni des éducateurs pour l'environnement** (GUEPE) for an agreement on the educational services being offered to the public in nature sciences, bringing the number of activities from 50 to 150 this year.

Lastly, the Division began numerous project-development enquiries concerning the Pointe-aux-Prairies nature park and the Bois-de-la-Roche agricultural park – in collaboration with the Quebec farming community and the *Société de développement et de promotion du parc agricole*, in the latter case.

[1] Nature parks – Visitors' Service Division

MISSION
- To conserve the natural heritage under its jurisdiction
- To ensure that this heritage remains accessible and attractive
- To educate the public

ACTIVITIES
- Developing activity programs for visitors
- Increasing the parks' perceived value in order to obtain partial financing via recreational/tourism activities

STRATEGIC IMPORTANCE
- Recognizing the regional importance of certain sites
- Enriching the variety of outdoor activities

DIRECTOR
- Jacques-Errol Guérin

1999 STRATEGIC AXES

Increase efficiency, maximize revenues other than municipal contributions, reduce expenses;

Acquire performance indicators and draw comparisons with other organizations;

Improve cohesion and corporate identification of Communauté services;

Improve services to members of the cultural communities;

Integrate client-satisfaction evaluation mechanisms.

Bureau du taxi (Division du)

1999 Strategic Axes

- Increase efficiency, maximize revenues other than municipal contributions;
- Reduce expenses;
- Acquire performance indicators and draw comparisons with other organizations;
- Improve cohesion and corporate identification of Communauté services;
- Improve services to members of the cultural communities;
- Integrate client-satisfaction evaluation mechanisms.

Mission

- To instigate improvements to client service
- To oversee compliance with the law and By-laws governing transport by taxi

Strategic importance

- Standardizing taxi service
- Contribute to the territory's positive image

Activities (self-financed)

- To administer tests and issue work permits
- To deal with industry and client complaints
- To act as an SAAQ agent (permits and registration)

Director

- Richard Boyer

Highlights

In 1999, the *Bureau du taxi*[1] conducted 111,514 service counter transactions with its varied clientele - nearly 7% more than last year.

The *Bureau* is also mandated by the *Société de l'assurance automobile du Québec*[2] (SAAQ) to renew driving licenses and health insurance cards as well as to issue license plates. The clientele using these services increased by over 10% in 1999.

In the course of the year, the *Bureau* involved itself in a survey aimed at measuring customers' satisfaction.

Total renovations to the Bureau's locale were carried out in the autumn of 1998, much to the benefit of client services. The renovations included enlarging the waiting room, increasing the number of service wickets and installing a welcome counter.

With respect to monitoring regulated activities, the Bureau continued its vehicle inspection program and stepped up efforts to ensure that drivers conformed to applicable regulations. 30,902 vehicle inspections were carried out this year - an increase of 24% over 1998.

The Bureau also bolstered efforts to stop illegal rider pick-up and cab cruising at Dorval Airport - resulting in 1,435 interventions in 1999.

In cooperation with its main partners, the Bureau taught some 810 drivers the principles of client-centered techniques and a basic knowledge of regional tourist attractions as part of the *Taxi Ambassador Program*. Participation in this program is mandatory for drivers offering their services at the Casino de Montréal and at Dorval Airport. On December 31, 1999, over 3,200 taxi drivers – over a third of all active permit-holders on *Communauté* territory – had one of these permits.

[1] Taxi Bureau Division
[2] Provincial motor vehicle insurance body

HIGHLIGHTS

Bolstered by their approach centered on prospecting, negotiating and finalizing new investment projects in conjunction with Montréal-based partners, the *Office de développement économique*[1] affirmed its leadership. In 1999, it oversaw 45 investment projects for a total value of $415 million. Thanks to its actions (involving 17 trips abroad or 106 person-days of prospecting), 3,700 jobs were either created or maintained in 1999.

The *Office* also published two issues of the *Les Affaires en bref* bulletin distributed throughout the world.

Its Economic Development Exchange Committee met three times this year in order to analyze the collaboration between the *Office* and the *Communauté* municipalities as well as to take stock of its activities at the local commissaries.

The Advisory Committee, composed of elected officials and businesspersons whose role is to counsel the office in its strategic choices, also met three times this year.

Finally, at its December 8, 1999 meeting, the *Communauté* Council approved the parameters of an agreement with Montréal International that transfers the responsibilities of promotion and prospecting foreign investments from the *Office de développement économique* to *Montréal International*.

[1] Economic Development Office

1999 STRATEGIC AXES

Acquire performance indicators and draw comparisons with other organizations;

Improve cohesion and corporate identification of Communauté services;

Integrate client-satisfaction evaluation mechanisms.

MISSION

- To promote the territory's economic advantages abroad
- To attract and support foreign investors

STRATEGIC IMPORTANCE

- Creating a competitive identity of the island for investors
- Devising joint and local strategies for the municipalities

ACTIVITIES

- Prospecting and finalising investment projects
- Providing follow-up service to investors

DIRECTOR

- Sylvie Mercier

Assainissement de l'air et de l'eau (Division de l')

Mission

- To preserve or improve the quality of air and the aquatic environment
- To protect people, their property and their environment
- To protect the wastewater treatment équipment

Strategic importance

- Providing uniform environmental standards throughout the island
- Exercising the Communauté's singular responsibility given the territory's metropolitan nature (the concentration of residences and industries produces a major impact unparalleled in Québec)

Activities

- To control atmospheric emissions
- To control the discharge of wastewater into waterways and sewage systems

Director

- Dr Jean Troalen, V.M.

1999 Strategic Axis

Increase efficiency, maximize revenues other than municipal contributions, reduce expenses;

Acquire performance indicators and draw comparisons with other organizations;

Improve cohesion and corporate identification of Communauté services.

Highlights

By-law 90-4 on air quality, specifying the garbage incineration norms, came into effect March 10, 1999. July 1, ordinance 129-1 on the wastewater fee structure brought the limit of industrial wastewater discharged into the sewage system from 200,000 m³/yr. to 150,000 m³/yr.

The *Division de l'assainissement de l'air et de l'eau*[1] personnel participated in the *Bureau des audiences publiques sur l'environnement*[2] (BAPE), contributing on the topics of water management in Québec and industrial pollution. They also participated in the work of the *Comité sur le volet industriel urbain du plan d'intervention Saint-Laurent/Vision 2000* and the pilot project on environmental cooperation and management with the *ministère de l'Environnement du Québec*[3] and various industrial and employers associations.

Furthermore, the Division participated in the *Comité permanent de suivi des eaux usées du territoire de la CUM*[4] and the *Regroupement montréalais pour la qualité de l'air*[5] as well as organizing several meetings with citizen committees.

Many important dossiers were presented during the *Commission permanente de l'environnement's*[6] public hearings: the issue of cross-border transport of mercury and propositions for reducing this contaminant at its source; management of wastewater containing glycols used for defrosting airplanes at Dorval Airport; the pollution-control situation at the Côte St-Luc sorting station and the self-financing project of the Division's control activities (presentation of a fee system for usage permits, gaseous effluents and discharge into the sewers).

Since lack of preparation for the Y2K problem in some companies could have caused accidental pollution, numerous letters informing them of the issues were sent out. A conference on that topic was organized conjointly with the *Communauté's Centre de sécurité civile*[7].

The per sector programs for reducing pollutants continued in 1999 within the fields of flexography on plastic sheets and crematoria. The Division insisted on significant improvements, which will be completed in 2000.

The shoreline-sampling program was instituted in order to better diagnose residual pollutants caused by insufficient interception of wastewater or rain overflows. The results of those tests, which are also important for their recreational implications, were published weekly.

The fee-structure program relating to the treatment of industrial effluents entered into phase II. Altogether, 62 industries were covered by the program, providing $3,143,634, which was mostly reinvested in the *Communauté* municipalities water savings plan. A study on industrial effluents brought in another $322,603.

The Division's Laboratories Section consolidated its programs concerned with controlling the quality of chemical and microbiological analysis of the air, wastewater and food. It successfully finished the validation of the eco-toxicological procedures developed previously and the new methods of analyzing volatile organic components, by proceeding to inter-laboratory trials. This research was featured in international conference presentations and discussed in two different scientific reviews.

1 Air and Water Purification Division
2 Public Hearings on Environment Bureau
3 Provincial Environment Ministry
4 Standing Committee on Wastewater Follow-up on *Communauté* territory
5 Montreal Group on Air Quality
6 Standing Commission on the Environment Quality
7 Emergency Preparedness Centre

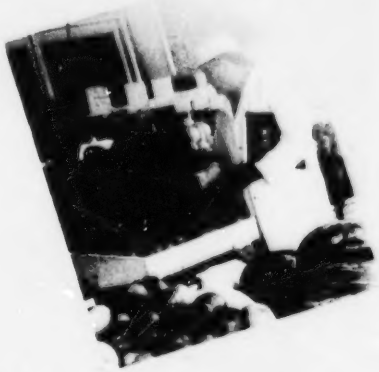
Inspection des aliments (Division de l')

Increase efficiency, maximize revenues other than municipal contributions, reduce expenses;

Acquire performance indicators and draw comparisons with other organizations;

Improve cohesion and corporate identification of Communauté services;

Improve services to members of the cultural communities.



Mission

- To ensure the quality and safety of the food prepared, served and sold in restaurants and retail establishments throughout the Communauté.
- To monitor the cleanliness of premises

Strategic importance

- Recognizing the metropolitan context of its mission
- Maintaining uniform standards throughout the island

Activities

- Inspection of food and activities related to the preparation, processing, conservation and handling of food, in order to prevent health risks
- Instigating legal proceedings against offenders
- Advising operators of food establishments on proper procedures designed to ensure food safety.
- Analysing and providing expertise

Director

- Dr Jean Troalen, V.M.

Highlights

The inspection of food establishments is at the core of the *Division de l'inspection des aliments*[1] activities. The 36 food inspectors thus ensure that the *Communauté*'s some 12,000 restaurant and retail establishments comply with the provisions of By-law 93.

In 1999, the 33,890 inspections resulted in 9,804 violation notices. 151 suits were filed against violators ignoring summonses. 6,847 food samples were taken by Division inspectors, resulting in 29,513 analysis in the *Communauté*'s *Service de l'environnement*'s[2] laboratories.

During the year, personnel processed 1,822 complaints, usually lodged by consumers, due to unsanitary premises, spoiled food, or the inadequate garbage disposal. 86 cases of toxic food poisoning were reported, invariably resulting in thorough investigations.

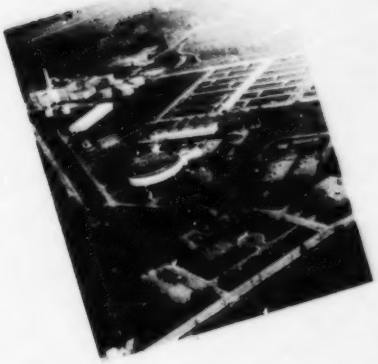
This year, the Division started inspection programs based on the signing, in the autumn of 1998, of the auxiliary agreement between the Canadian Food Inspection Agency (CFIA) and the *ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec*[3] (MAPAQ) concerning the application of federal programs in restaurants and retail food establishments. Thanks to training provided by the federal government to inspectors chosen by the Division, these inspectors carried out inspections of some chain store retailers to verify the labeling conformity of on-site packaged foodstuffs.

Before this agreement came into effect, verification of several criteria in labeling for this tertiary sector was the responsibility of the CFIA. As part of the same program, the Division dealt with 60 complaints transmitted by the CFIA and verified the efficacy of food-returning procedures in 40 cases.

In 1999, the *Communauté* represented the municipalities contractually linked with the MAPAQ, at the committee formed by the *Ministère* in order to develop a By-law project that would encompass all the applicable extant By-laws in the sector.

1 Food Inspection Division
2 Environment Service
3 Québec Agriculture, Fisheries and Food Ministry

Station d'épuration des eaux usées (Division de la)



Mission

- to collect and treat wastewater produced in the Communauté territory
- to improve the residues

Strategic importance

- Constituting a common economical solution to the regional problem of conserving resources
- Providing the Communauté with ecological and technical leadership

Activities

- Operates and maintains its equipment according to government environmental regulations
- Updates procedures to maintain their efficiency
- Creates partnerships with concerned citizen groups and institutions
- Researches alternatives for dealing with waste snow

Director

- Réjean Levesque, Eng.

1999 Strategic Axis

Increase efficiency, maximize revenues other than municipal contributions, reduce expenses;

Acquire performance indicators and draw comparisons with other organizations;

Improve cohesion and corporate identification of Communauté services;

Enlist the participation of the Information Technology Management Division's client-services for the accomplishment of its goals according to the established policy.

Highlights

In accordance with the *Communauté*'s orientations, the *Station d'épuration des eaux usées*[1] participated in a benchmarking process with other Canadian wastewater utilities.

Throughout the year, as part of preparing for Y2K, computer personnel verified and updated data systems from the Supervisory Control and Data Acquisition System (SICOS) right up to the 500 first-level systems. This same procedure was applied to the intranet, the 11 mini-computers, the 150 workstations and the 40 software applications, and concluded with the development of a contingency plan.

The climatic conditions (1999 had little spring rain and long droughts interspersed with strong rain throughout the summer and autumn), combined with the utilization of a new coagulant, caused higher treatment costs in the spring, as well as olfactory disturbance in the *Station* and its neighborhood for the next two seasons.

To deal with this problem, a network of neighborhood observers was launched, along with a campaign to identify the source of odors. This led the *Station* to make certain corrections to the impure incinerator-air transfer chambers, to modify some ventilation systems, to add gas detectors, to acquire a very sensitive H_2S measurement device, to improve the odor treatment units and to automate them. The citizens are satisfied that these actions, coupled with an improved complaint follow-up, reduced the occurrence of the problems.

The development and implementation of a Computerized Maintenance Management System (CMMS) for approximately 28,000 equipment items and procurement and store management, which started in the autumn of 1998, continued in 1999. By the summer of 2000, a modern, user-friendly interface ought, therefore, to be in place for some 200 users, along with an improvement in efficiency.

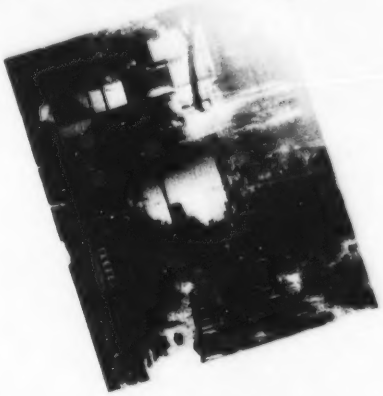
The *Station* continued improving procedures and reducing costs. It started trials of a new type of polymer and a new procedure –developed by INRS-EAU – of metal and odor reduction in the sludges. The coagulant-dosage process was improved and the development of the optimization process for interceptor controls continued.

The *Station* won the gold medal at the *1999 Salon sur l'implantation de la qualité* held by the *Mouvement québécois de la qualité*, for applying a qualitative and quantitative analytic method of discerning manpower intervention capacities in the evaluation of the training needs of its electro-technicians. Within the next three years, this method will be applied to other job categories.

Many interventions occurred in the area of health and safety. Protecting the loading dock from ashes, the analysis of gasses in the impure incinerator-air transfer chambers, the installation of permanent gas detectors, a thorough inspection of the overhead cranes were among the more notable. The *Station* also emphasized employee training through the *Workplace Hazardous Material Information System* program (WHMIS) as well as first-aid capabilities, overhead cranes and fork-lifts operations, etc.

The *Station* augmented its collaboration with the municipalities in efforts to reduce wasted water on its territory, as well as with various citizens' committees devoted to reducing pollutant emissions in waterways. It also presented a well-received paper on water management at the *Bureau des audiences publiques sur l'environnement* (BAPE)[2].

1 Wastewater Treatment Plant
2 Public Hearings on Environment Bureau



HIGHLIGHTS

The *Centre de sécurité civile*[1] (CSC) was exceptionally busy this year due to the Y2K preparations. The overall readiness of the municipalities improved greatly and the internal preparation of the CSC's and the *Communauté*'s civil safety organization itself, was highly refined.

OVERALL STATE OF PREPARATION

Such devices as the year 2000 round table and the Civil Safety Co-ordination Committee revealed that all sectors of society on the island were ready for Y2K: the financial world, transport, essential infrastructures, municipalities, emergency teams, the social services and health sectors, ambulance services, airports, ports, etc.

Thanks to the work of the inter-municipal network, the municipalities' preparedness progressed significantly. Two surveys – one in May and the other in October – attested to the improved situation.

On the communications front, an exceptional collaboration with Bell Canada resulted in the publication, in phone books, of pages informing the citizens of precautions to take during a disaster. Most municipalities also published a folder on safety measures in case of disaster such as the Y2K.

RISK STUDY

The final reports on flooding possibilities for the island were completed and will be sent to the municipalities in 2000.

The second phase of the airplane crash risk study was undertaken by the *Centre interuniversitaire de recherche en analyse des organisations*[2] (CIRANO).

The CSC in collaboration with McGill University researchers undertook an earthquake risk study.

The life support elements (potable water, wastewater, gas pipes, etc.) description project progressed to the point where new numerated data that will help to evaluate the interdependence and vulnerability of these systems, was generated.

EMERGENCY PLANS

The CSC produced or revised and finished the following plans this year:
- the *Plan d'intervention de l'organisation de sécurité civile de la Communauté urbaine de Montréal*[3] intended to govern the support that the *Communauté* and its partners will supply to the municipalities in the event of a major disaster. This plan necessitated the recruitment of about 30 *Communauté* employees to work at the *centre de coordination d'urgence*[4];
- a specific Y2K plan;
- the *Plan de mesures d'urgence du CSC*[5] as a *Communauté* service and as part of the *Plan d'urgence corporatif.*

IMPROVEMENTS TO THE TECHNICAL AND LOGISTICAL PLAN:

- Dry run December 17, to verify the communications and logistic systems;
- Trial of a new radio communications system supplied free to the municipalities by Bell Mobility during the trial and for the passage to the year 2000;
- Resource database completed;
- Research for emergency-measure software for the municipalities, implicated parties and the *Communauté*;
- Collaboration of the *Centre d'urgence 9-1-1*[6] to the improvement of response to the public in the event of a major disaster thanks to its duplicate centre;
- Updating of the CSC's Web pages on the *Communauté* site.

1 Emergency Preparedness Centre Division
2 Interuniversity Research Centre on Organizational Analysis
3 The *Communauté*'s corporate plan on emergency preparedness
4 Emergency Coordination Centre
5 The Centre's overall emergency plan
6 9-1-1 Emergency Centre

MISSION
- To co-ordinate emergency measures partners in major emergencies
- To help the municipalities improve their emergency preparedness during and after major disasters

STRATEGIC IMPORTANCE
- To ensure a response to the municipalities and maintain contact with Québec' Securité civile

ACTIVITIES
- Creating partnerships during the four phases of an emergency: prevention, preparation, intervention and recovery
- Analyzing the major risks that could affect the territory

DIRECTOR
- Jean-Bernard Guindon

1999 STRATEGIC AXIS

Increase efficiency; maximize revenues other than municipal contributions, reduce expenses;

Acquire performance indicators and draw comparisons with other organizations;

Improve cohesion and corporate identification of Communauté services.

Centre d'urgence 9-1-1 (Division du)

- Increase efficiency, maximize revenues other than municipal contributions;
- Acquire performance indicators and draw comparisons with other organizations;
- Improve cohesion and corporate identification of Communauté services;
- Improve services to members of the cultural communities;
- Integrate client-satisfaction evaluation mechanisms.

Mission

- Assures the public of a quick response during emergency situations and supplies the appropriate measures

Strategic importance

- Ensuring a uniform handling of emergencies throughout the Communauté territory
- Providing increased effectiveness by transfering calls to the appropriate emergency service organization

Self-financed activities

- Managing calls through the sort and target method
- Coordinating secondary interventions

Director

- Richard Boyer

Highlights

In November 1996, following the recommendation of the *Commission permanente de la sécurité publique*[1], the *Centre d'urgence 9-1-1*[2] received the mandate to review its mission and to delegate to the *Communauté*'s Police Service the responsibility of fielding its own calls. Since October 19, 1997, therefore, the mission of the *Centre d'urgence 9-1-1* consists in receiving calls, sorting and redirecting all emergency calls to the most appropriate authorities linked to the 9-1-1 network and coordinating with the secondary parties.

From January to December 1999, the *Centre d'urgence 9-1-1* personnel took 1,245,908 calls, of which 97% were answered within 6 seconds (the length between rings). The average call treatment time was 47 seconds, 3 seconds faster than last year.

With the new mission came a move to the new call centre, which, due to its cutting-edge technology, received no less than 27 delegations from the U.S., Europe, South America, Africa and Asia. All electrical equipment, telephones and computer systems were installed in duplicate in order to ensure back-up and continual service even in the event of a disaster.

Following the analysis of the ice storm in January 1998, when, within twelve days, over 72,000 calls were answered (an 80% increase over the same period in 1997), the director of the *Centre d'urgence 9-1-1* recommended opening a back-up centre. This centre, which is identical to the first, has been fully functional since April 1, 1999. In this way, if there is a problem at the first centre, calls can be sent to the second. Both centres can also be operated in parallel, as was the case during the change-over to the year 2000, permitting the reception of twice as many calls.

Note that the *Centre d'urgence 9-1-1* has been associated for two years now with the *Language Learning Enterprise*, which can supply interpreters in 150 languages, if need be.

[1] Standing Commission on Public Security
[2] 9-1-1 Emergency Centre

HIGHLIGHTS

1999 was a turning point for the consolidation of the Neighborhood Police as well as being the 20th anniversary of the hiring of women in the Police force.

Firstly, a major restructuring was undertaken to ensure that the whole organization supported the operational units of which the new police model is comprised. Next, consultations with employees and management allowed an analysis of the Neighborhood Police and the elaboration of an evolutionary itinerary for the next four years.

The Police Director attended several meetings with members of various Municipal Councils across the territory in order to gather information about their concerns, and consequently to improve police services.

The police concentrated their efforts on combating antisocial behavior, on road safety and fighting and preventing crime. The Neighborhood Police paid particular attention to graffiti, vandalism and all kinds of solicitation. Several campaigns helped raise public awareness of road-accident prevention, especially amongst youth and the elderly. The fight against break-ins was a central concern for both patrolling officers and inspectors. The *projet Brocanteur*[1] alone resulted in a 15 to 20% decrease in theft, according to the affected areas.

The overall crime rate in the *Communauté* declined, for the third year in a row in 1999 (down 5.5% from 1998). Crimes against property were down 9.2%, but crimes against individuals went up an average of 2.8% over last year.

The war against organized crime – particularly motorbike gangs – underwent new developments and brought concrete results: operation HARM II (Hells Angels Rock Machine) culminated in dozens of arrests. The SPCUM joined a new Montréal mixed regional unit with the *Sûreté du Québec*[2], the RCMP and other police departments. The war against drug dealing and organized crime became that much more effective due to the restructuring of several investigation units.

The Service had to deal with incidents and social events that received a lot of media attention. The 150 protests on the territory, the disappearance of Jolène Riendeau, the threats in the schools following the Littleton incident, the project to decriminalize prostitution and the circumstances surrounding the death of Jean-Pierre Lizotte are all good examples of this phenomenon.

The Service saw 1999, which was declared *Année internationale des personnes âgées* by the UN, as the ideal opportunity to help the elderly to understand various aspects of crime prevention.

In December, after six months of preparation, Service personnel were mobilized with considerable success during Opération Arob@s to ensure the safety of all *Communauté* citizens during the changeover to the year 2000.

The Service treated 838,360 service calls, including 429,106 urgent requests.

The popularity of the 280-2222 line – dedicated to requests that did not require immediate police intervention – helped cut down the response time of priority 1 calls (imminent life-threatening situations) from 9.4 to 6.4 minutes.

Finally, demands were made to modify the laws in order to allow billing of police services rendered in the context of commercial public events.

[1] A project dealing with pawn shops
[2] Québec Provincial Police

MISSION

- To contribute to the creation of a safe and peaceful living environment
- To fight and prevent crime
- To increase road safety

ACTIVITIES

- To install and perfect the Neighborhood Police strategy
- To update organized-crime fighting tools

STRATEGIC IMPORTANCE

- To reinforce the competitiveness of the territory's quality of life
- To maintain specialized services corresponding to the territory's metropolitan reality

DIRECTOR

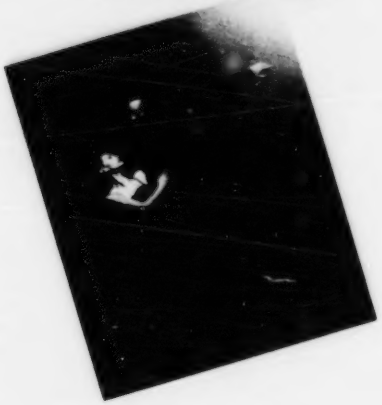
- Michel Sarrazin

1999 STRATEGIC AXIS

Enlist the participation of the Information Technology Management Division's client-services for the accomplishment of its goals according to the established policy;

Enquire into the possibility of integrating redundant administrative services internally as well as externally.

Conseil des arts



Mission

- To co-ordinate and encourage the arts and culture within the Communauté

Strategic importance

- Partner in the artistic and cultural development on the island of Montréal, where 85% of the artistic activities in the province of Québec take place
- Offers financial support to professional organizations and arts-promotion support, as well as access programs to the arts in partnership with the municipalities

Activities

- Financial aid programs to organizations
- Art dissemination programs
- Programs for the young public
- The Grand Prix du Conseil des arts Award
- Maison du Conseil des arts
- Cultural exchange programs
- Services and expertise

Director general

- Jacques Cleary

Highlights

The *Conseil des Arts*[1] (CACUM) comprises 21 volunteer members appointed by the *Communauté* Council. It has been Chaired by Maurice Forget since June 16, 1999, when he replaced Gilles Lefebvre, who had been Chair since 1991.

In 1999, the *Conseil des Arts* Fund totalled $8.7 million, of which $6.6 million was allocated to assist 211 artistic organizations in their annual operations and presentations on *Communauté* territory. The *Conseil des Arts* also allocated $1.1 million to program diffusion in the member municipalities. During the 1998-99 season of *Jouer dans l'île*, for example, seventeen dance, music, or theatre companies performed 196 times in 21 municipalities before at least 32,500 spectators.

The *Arts et communauté* program proffered its support to the *Orchestre Métropolitain* for its tour of the island, *I Musici de Montréal*, to the *Cinéastes à votre porte!* tour, to the *Entrez dans la danse* project in collaboration with five municipalities, to *Rallye-expos* of Vues d'Afrique, to the lectures for a young public of the *Lire dans l'île* tour organized by the *Association des écrivains québécois pour la jeunesse*, and Repercussion Theatre's *Shakespeare-in-the-Park*, among others. *Exposer dans l'île*, in turn, organized four touring exhibitions reaching some 27,600 visitors in eighteen *Communauté* exhibition spots.

The *Conseil des Arts*'s 14th *Grand Prix*, including a $25,000 grant and a commemorative work by Louis-Pierre Bougie, was awarded to the Orchestre de chambre I Musici de Montréal for its exceptional contribution to the dissemination of music within *Communauté* territory. Radio-Canada[2] and Bell Canada were event partners, under the honorary presidency of Vera Danyluk. The other finalists were: l'Association des galeries d'art contemporain de Montréal for the *Peinture Peinture* event; the Festival international du nouveau Cinéma et des nouveaux Médias; O Vertigo danse for its *En Dedans* presentation; the cultural magazine *Spirale*; and the Théâtre du Nouveau Monde for its theatre adaptation by Wajdi Mouawad of Cervantes' *Don Quichotte*, produced by Dominic Champagne. Each of the five finalists received a $5,000 award in recognition of their merit.

In November, as part of a cultural exchange program between the CACUM and the Conseil Régional d'Ile-de-France[3], O Vertigo presented *En Dedans* choreographed by Ginette Laurin (for which the organization became a finalist of the Grand Prix 1998), at the *festival Iles de danses*.

As part of its *Jeunes publics-public de demain* program, and with the support of the *ministère de la Culture et des Communications*[4], the *Conseil des Arts* awarded a total of $93,200 to ten arts organizations. The *Conseil des Arts* also published its eighth edition of its *Guide sélectif d'activités artistiques pour les jeunes de 3 à 17 ans*. The book was distributed to schools, centres for young children and municipal institutions throughout the island.

In 1999, 240 artists or companies benefitted from the *Conseil des Arts*'s rehearsal studios.

Four members including the Chair – Gilles Lefebvre – finished their mandates: Louise Letocha, Rollande Handfield, and Vincent Warren.

[1] Arts Council
[2] French division of the Canadian Broadcasting Corporation
[3] The *Communauté*'s counterpart in the Paris, France, region
[4] Culture and Communications Ministry

Organizations funded by the Arts Council in 1999

Arts Council funding, which is intended to assist with annual operations and regular activities, is remitted principally under the aegis of its General Financial Assistance Program.

THE FOLLOWING LEGEND EXPLAINS THE INDICATORS FOR GRANTS AWARDED UNDER PROGRAMS OTHER THAN THE GENERAL FINANCIAL ASSISTANCE PROGRAM :

SP	=	Special Project
NM	=	New Medias
DF	=	Development Funds
JDI	=	Jouer dans l'île
EDI	=	Exposer dans l'île
LDI	=	Lire dans l'île
AC	=	Art and Community
TY	=	Today's Youth – Tomorrow's Public (Matching Fund)*
CE	=	Cultural Exchanges with Île-de-France

*Program receiving a financial contribution from the ministère de la Culture et des Communications du Québec.

Multidisciplinary Arts

Cercle vertueux danse théâtre	$7,000
Théâtre La Chapelle	$20,000
	$10,000 DF
Total	**$37,000**

Visual Arts

Articule inc.	$17,000
Association culturelle quartier éphémère du Québec	$5,000
Association des galeries d'art contemporain de Montréal	$12,000
Atelier Circulaire	$17,000
Atelier libre de recherches graphiques	$16,000
Atelier Sculpt	$10,000
Centre Canadien d'Architecture	$75,000
	$7,000 TY
	$10,000 DF
Centre copie-art inc.	$15,000
Centre d'art et diffusion Clark	$12,000
	$2,500 SP
Centre de diffusion d'art multidisciplinaire	$13,000
Centre de diffusion en arts visuels Cobalt	$9,000 TY
Centre des arts actuels SKOL	$17,000
Centre des arts contemporains du Québec à Montréal	$13,000
Centre des arts visuels	$12,000
Centre des métiers du verre du Québec	$16,000
Centre d'exposition CIRCA	$24,000
Centre d'information Artexte	$22,000
	$20,000 DF
Centre international d'art contemporain de Montréal	$60,000
	$25,000 DF
	$10,000 TY
Conseil des arts textiles du Québec	$7,500 SP
Dazibao, centre d'exposition et d'animation photographique	$19,000
Galerie d'art du Centre Saidye Bronfman	$32,000
Galerie d'art l'Émergence inc.	$12,000
Galerie de design des métiers d'art	$5,000
Galerie et atelier La Centrale électrique	$18,000
Graff, centre de conception graphique inc.	$24,000
	$7,500 DF
Musée d'art de Saint-Laurent	$23,500
Musée David M. Stewart	$22,000
Musée des Arts Décoratifs de Montréal	$25,000
	$43,500 EDI
Musée des beaux-arts de Montréal	$375,000
	$44,300 EDI
Musée du Château Ramezay	$20,000
Musée McCord d'histoire canadienne	$48,000
Oboro Goboro	$20,000
	$5,000 NM
Observatoire 4 de Montréal	$8,000
Occurrence, espace d'art et d'essai contemporain	$12,000
Optica, un centre au service de l'art contemporain	$18,000
	$7,500 DF
Regroupement des centres d'artistes autogérés du Québec	$3,000
Société des directeurs des musées montréalais (Journée des musées)	$6,000
Société du musée d'archéologie et d'histoire de Montréal, Pointe-à-Callière	$6,000 DF
Terres en vues, Société pour la diffusion de la culture autochtone	$5,000 SP
Vox Populi, centre de production et de diffusion de la photographie (Mois de la photo)	$35,000
	$31,200 EDI
	$7,200 TY
Total	**$1,329,700**

Cinema and video

Association des réalisateurs et réalisatrices du Québec	$15,000 AC
Centre de création interdisciplinaire en arts : Champ Libre	$15,000
Centre du Cinéma Parallèle	$15,000
	$5,000 DF
Cinémathèque québécoise	$80,000
	$10,000 DF
Festival canadien des films du monde	$15,000
Festival international du film pour enfants de Montréal	$6,000
Festival international du film sur l'art	$20,000
Festival international du nouveau cinéma et des nouveaux médias de Montréal	$20,000
Festival les 400 coups	$6,000
Main film	$25,000
Productions, réalisations indépendantes de Montréal inc. (PRIM)	$20,000
	$10,000 TY
Rencontres internationales du documentaire de Montréal	$5,000
Rendez-vous du cinéma québécois	$16,000
Studio XX	$5,000 NM
Vidéographe inc.	$20,000
Vues d'Afrique	$10,000
	$4,500 SP
	$7,500 AC
	$8,000 TY
Total	**$338,000**

Dance

Agora de la danse	$10,000
Ballets jazz de Montréal	$75,000
Carré des lombes	$25,500
	$20,000 DF
	$15,000 JDI
Circuit-Est	$12,000
Compagnie Flak	$12,000
	$25,000 DF
Corporation Lucie Grégoire danse	$10,000
Création Danse Lynda Gaudreau	$12,000
	$10,000 DF
Danse-Cité	$30,000
Diagramme, gestion culturelle	$25,000
Ensemble national de folklore Les Sortilèges	$10,000
Festival international de nouvelle danse inc.	$80,000
Fondation de danse Margie Gillis	$20,000
Fondation Jean-Pierre Perreault	$55,000
	$27,000 JDI
Fortier Danse-Création inc.	$10,000
Grands Ballets canadiens	$265,000
Jocelyne Montpetit danse	$10,000
Lock-Danseurs	$55,000
Louise Bédard danse	$25,000
MC² Extase	$45,000
Métaspora danse	$10,000

O Vertigo danse	$70,000
	$22,000 CE
PPS danse	$10,000
Productions Cas public	$21,000
	$23,100 JDI
	$12,000 DF
Regroupement québécois de la danse	$30,000
Sylvain Émard danse	$20,000
	$17,650 DF
Tangente	$30,000
Total	**$1,149, 250**

Literature

Académie des lettres du Québec	$7,500
Association des écrivaines et écrivains québécois pour la jeunesse	$37,000 LDI
Association des libraires du Québec	$2,000 SP
Association Lurelu	$3,000
Association nationale des éditeurs de livres	$3,000
Cahiers de théâtre JEU	$15,000
Centre de diffusion 3D (Revue Espace)	$12,000
Collectif liberté inc.	$6,500
Éditions Arcade inc.	$7,000
Éditions gaz moutarde	$4,000
Éditions XYZ (La revue XYZ)	$8,000
Éditions XYZ (Lettres québécoises)	$9,000
Esse, un groupe de + en art	$6,000
Festival interculturel du conte de Montréal	$7,500
Fondation Blue Metropolis	$2,000
Groupe de création Estuaire	$6,000
Les Écrits	$5,000
Parachute, revue d'art contemporain	$24,000
Productions Ciel variable	$8,000
Quebec Writer's Federation	$5,500
Revue d'art contemporain ETC. inc.	$12,000
Revue Mœbius	$6,000
Revue Séquences	$9,000
Société des publications Matrix	$7,500
Spirale magazine culturel	$9,000
Rencontre québécoise internationale des écrivains	$6,000
Société de développement des périodiques culturels québécois (SODEP)	$6,000
	$10,000 DF
Société des écrivains canadiens inc.	$4,500
Union des écrivaines et écrivains québécois	$35,000
	$8,500 TY
	$10,000 DF
Vie des Arts	$20,000
Total	**$321,500**

Music

Arsenal à musique	$18,000
	$10,000 DF
Association des saxophonistes du Québec	$3,500 SP
Association pour la création et la recherche électroacoustiques du Québec	$30,000
	$20,000 NM
Centre de musique canadienne	$28,000
Chants libres, compagnie lyrique	
Pauline Vaillancourt	$25,000
	$7,500 DF
Codes d'Accès	$18,000
Compagnie musicale La nef	$19,000
	$19,700 JDI
Concerts Lachine	$15,000
Conseil québécois de la musique	$40,000
	$2,500 SP
Ensemble Amati	$5,000
	$15,000 AC
	$43,680 JDI
Ensemble Arion	$34,000
	$34,300 JDI
Ensemble Claude-Gervaise	$8,000
Ensemble contemporain de Montréal	$20,000
	$7,500 DF
Ensemble Les Boréades de Montréal	$5,000
Festival de musique de chambre de Montréal	$17,500
Festival international de duo-piano du Québec	$7,000
Festival international de jazz de Montréal	$25,000
Fondation Vivier	$5,000 SP
Idées heureuses	$19,000
	$16,000 DF
Jeunesses musicales du Canada	$35,000
Ladies' Morning Musical Club	$7,500
Moulin à musique	$13,000
Musica Camerata Montréal	$8,000
Nouvel ensemble moderne	$85,000
	$25,000 DF
Opéra de Montréal (1980) inc.	$150,000
Orchestre baroque de Montréal	$25,000
Orchestre de chambre I Musici de Montréal	$72,000
	$36,000 AC
	$11,000 TY
Orchestre de chambre McGill	$41,000
Orchestre Métropolitain du Grand Montréal	$75,000
	$205,000 AC
Orchestre philharmonique du Nouveau Monde	$24,000
Orchestre symphonique de Montréal	$435,000
Orchestre symphonique des jeunes de Montréal	$8,000
Orchestre symphonique des jeunes du West-Island	$8,000
Pentaèdre, quintette à vent	$8,000
	$32,625 JDI
Productions La Louve	$11,500 JDI
Productions super-mémé	$14,000
Productions Traquen'art	$23,000
Quatuor Claudel	$8,000
Quatuor Molinari	$8,000
Quatuor Morency	$5,000 SP
Réseaux des arts médiatiques	$7,000
Société de musique contemporaine du Québec	$50,000
	$25,470 JDI
	$12,000 DF
Société de musique de chambre du Lakeshore	$5,500
Société du centre Pierre-Péladeau	$5,000 DF
Société musicale André Turp	$2,000 SP
Société Pro Musica	$13,000
	$21,280 JDI
Studio de musique ancienne de Montréal	$40,000
	$12,500 DF
	$19,080 JDI
Tuyo inc.	$10,000
	$24,544 JDI
Total	**$2,139,179**

Theatre

Carbone 14	$79,000
Centre des auteurs dramatiques	$50,000
Centre du théâtre d'aujourd'hui	$90,000
	$1,968 JDI
Compagnie de théâtre Il va sans dire	$20,000
Compagnie de théâtre Le Carrousel	$50,000
Compagnie Jean-Duceppe	$107,000
	$30,000 DF
Compagnie trans-théâtre	$5,000
Conseil québécois du théâtre	$10,000
Dynamo Théâtre (Troupe Circus inc.)	$27,000
École nationale de théâtre du Canada	$20,000
Espace Go inc.	$74,000
Festival de théâtre des Amériques	$60,000
Festival international de théâtre jeune public (1992) inc.	$35,000
Fondation Centaur pour les arts d'interprétation	$107,000
Fondation du Théâtre du nouveau monde	$140,000
Geordie Productions	$26,000
	$8,600 JDI
	$25,000 DF
Groupe de la veillée	$57,000
	$10,000 DF
Illusion, théâtre de marionnettes	$20,000
Les deux mondes	$50,000
Maison québécoise du théâtre pour l'enfance et la jeunesse	$115,500
Mime Omnibus	$22,000
	$33,600 JDI
Nouveau théâtre expérimental	$35,000
Playwrights' Workshop (Montréal)	$27,000
Productions Ondinnok	$5,000
Repercussion Theatre	$10,000
	$62,500 AC
Teesri Duniya Theatre	$5,000
The Other Theatre / L'Autre théâtre	$5,000
Théâtre 1774	$19,000
Théâtre B.T.W.	$20,000
Théâtre bouches décousues	$20,000
Théâtre de l'avant-pays	$25,000
Théâtre de l'Œil	$35,000
	$41,250 JDI
Théâtre de l'Opsis	$30,000
Théâtre de la manufacture	$60,000
	$11,000 DF
Théâtre de Quat'Sous	$83,000
Théâtre Denise-Pelletier	$92,000
Théâtre deuxième réalité	$5,000
Théâtre du Rideau Vert	$100,000
	$36,000 JDI
Théâtre Le Clou	$15,000
	$10,000 DF
	$12,500 TY
	$8,400 JDI
Théâtre Le Pont Bridge	$2,500
	$2,500 NM
Théâtre momentum	$20,000
Théâtre Ô Parleur	$10,000
Théâtre petit à petit	$37,000
Théâtre Pigeons international	$17,000
Théâtre Sans Fil	$29,000
Théâtre Ubu	$58,000
Théâtres associés (TAI)	$10,000 AC
Troupe du théâtre de quartier	$34,000
	$10,000 TY
Youtheatre	$22,000
	$7,500 NM
Total	**$2,305,818**

Total amount of grants awarded $7,620,447

Number of organizations subsidized 211

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Treasurer's Report

To the members of the Council of the Communauté urbaine de Montréal

In conformity with Section 233 of the Act respecting the Communauté urbaine de Montréal, I have prepared the Financial Statements and other financial information for the year ended December 31, 1999.

The Financial Statements as at December 31, 1999 were prepared in accordance with generally accepted accounting principles in the public sector, taking into consideration the Act respecting the Community and the particular practices of municipal accounting in Québec.

The Community is responsible for maintaining appropriate internal control and accounting systems which provide reasonable assurance that the policies of the Community are followed, that its operations are carried out with the appropriate authorizations, that its assets are adequately safeguarded and that its financial statements are based on reliable accounting records.

Community Council exercises all the powers of the Community. The Executive Committee is responsible for the administration of the Community's business. It sees to it that the Act, by-laws, resolutions and decisions of Council as well as the contracts are respected and carried out.

I attest to the accuracy of these Financial Statements as well as to the concordance of the complementary and statistical information contained in the annual financial report as a whole with the information presented in the financial statements.

These Financial Statements have been audited by the firm of Chartered Accountants Raymond Chabot Grant Thornton, external auditors of the Community, whose services were retained by the Community Council. In conformity with Section 233.1 of the above-mentioned Act, I have the honour to submit the Financial Report for the year ended December 31, 1999, with the Auditors' Report dated March 23, 2000.

The Treasurer

Robert Juneau, CA

March 23, 2000

Auditors' Report

To the members of the Council of the Communauté urbaine de Montréal

We have audited the Financial Statements of the Communauté urbaine de Montréal listed hereinafter, for the year ended December 31, 1999:

COMBINED BALANCE SHEET

REVENUE AND EXPENDITURE - General Fund

SURPLUS - General Fund

CHANGES IN THE COMBINED FINANCIAL SITUATION

These Financial Statements are the responsibility of the Communauté urbaine de Montréal's management.

Our responsibility is to express an opinion on these Financial Statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the Financial Statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the Financial Statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall Financial Statements presentation.

In our opinion, these Financial Statements present fairly, in all material respects, the financial position of the Communauté urbaine de Montréal as at December 31, 1999 and the results of its operations and the changes in its financial position for the year then ended in accordance with the accounting policies described in note 2.

Raymond Chabot Grant Thornton
General Partnership
Chartered Accountants

Montréal, March 23, 2000

Combined Balance Sheet

December 31 (in thousands of dollars)

	1999	1998
	$	$
ASSETS		
Current		
Cash	**972**	11,929
Investments, at cost (Market Value $192,007; $108,002 in 1998)	**189,270**	107,493
Accounts receivable	**11,041**	14,713
Subsidies receivable	**3,201**	5,552
Inventory	**5,191**	4,715
	209,675	144,402
Long-term		
Investments, at cost (Market value $338,739; $430,179 in 1998)	**336,306**	404,828
Long-term to be refinanced	**30,140**	
Amounts recoverable for unrealized foreign exchange losses on long-term debt:		
Gouvernement du Québec (note 3)	**60,651**	106,918
Municipalities	**20,299**	36,673
Recovery for long-term debt charges from certain municipalities	**1,587**	1,984
Capital expenditures and amounts recoverable for long-term debt repayment related to metro extensions (notes 2j et 4)	**2,318,856**	2,326,011
	2,767,839	2,876,414
	2,977,514	**3,020,816**
LIABILITIES		
Current		
Accounts and encumbrances payable	**89,590**	75,999
Current portion of long-term debt (note 6e)	**62,139**	78,601
	151,729	154,600
Long-term		
Long-term debt (note 3)	**2,212,612**	2,301,566
	2,364,341	2,456,166
MUNICIPALITIES' EQUITY		
Net equity in capital expenditures	**590,177**	538,711
Appropriated surplus	**16,754**	25,157
Unappropriated surplus	**6,242**	782
	613,173	564,650
	2,977,514	**3,020,816**

Contingencies (note 7)

Revenue and Expenditure - General Fund

Year ended December 31 (in thousands of dollars)

	Budget	Actual	
	1999	**1999**	1998
	$	**$**	$
REVENUE			
Contribution from municipalities			
Apportionment to municipalities	818,904	**818,904**	807,475
Appropriation of prior years' surplus	18,942	**18,942**	40,808
Other revenue	41,234	**41,703**	60,068
	879,080	**879,549**	908,351
Contribution from the gouvernement du Québec			
Subsidies	189,503	**181,674**	188,378
Sinking fund interest	21,430	**21,507**	20,504
	210,933	**203,181**	208,882
	1,090,013	**1,082,730**	**1,117,233**
EXPENDITURE			
Expenditures assumed by municipalities			
Public security	394,534	**393,248**	382,179
Mass transit	300,445	**297,942**	321,977
Environment	84,818	**83,415**	81,897
Other programs	99,283	**88,945**	101,074
	879,080	**863,550**	887,127
Expenditures assumed by the gouvernement du Québec			
Mass transit	98,058	**93,649**	97,585
Environment	110,848	**109,333**	111,297
Recreation and culture	205	**199**	
Other expenditures	1,822		
	210,933	**203,181**	208,882
	1,090,013	**1,066,731**	**1,096,009**
Excess of revenue over expenditure		**15,999**	**21,224**

Surplus - General Fund

Year ended December 31 (in thousands of dollars)

	1999	1998
	$	$
Unappropriated surplus		
Opening balance	**782**	
Excess of revenue over expenditure	**15,999**	21,224
Amount transferred to the appropriated surplus	**(10,539)**	(20,442)
Ending balance	**6,242**	**782**
Appropriated surplus		
Opening balance	**25,157**	45,523
Amount appropriated to the current year's revenue	**(18,942)**	(40,808)
Amount transferred from the unappropriated surplus	**10,539**	20,442
Ending balance	**16,754**	**25,157**
Closing balance comprising:		
Inventory	**4,715**	4,715
Early retirement accumulated days for policemen	**1,500**	1,500
Surplus appropriated to subsequent year	**10,539**	18,942
	16,754	**25,157**

Changes in the Combined Financial Situation

Year ended December 31 (in thousands of dollars)

	1999	1998
	$	$
Operations		
Excess of revenue over expenditure of the General Fund	**15,999**	21,224
Financing and investment items charged to revenue and expenditure:		
Reimbursement of long-term debt	**3,142**	2,344
Contribution to Sinking Fund	**80,599**	82,057
	99,740	105,625
Transactions not affecting cash:		
Appropriation of prior years' surplus	**(18,942)**	(40,808)
Appropriated surplus for inventory		4,715
	80,798	69,532
Net change of other current items	**19,137**	(7,428)
Increase in cash	**99,935**	**62,104**
Financing		
Bond issues	**77,722**	101,677
Refinancing of long-term debt maturities	**(55,771)**	(77,569)
Long-term debt refinanced	**(30,140)**	
Reimbursement of long-term debt:		
From the Sinking Fund	**(74,661)**	(34,510)
From the General Fund	**(3,142)**	(2,344)
Subsidies and other sources of income	**10,619**	4,254
Decrease in cash	**(75,373)**	**(8,492)**
Investments		
Capital expenditures	**(22,264)**	(34,273)
Long-term investments - Sinking Fund	**68,522**	(27,486)
Decrease (increase) in cash	**46,258**	**(61,759)**
Net increase (decrease) in cash	**70,820**	**(8,147)**
Cash and short-term investments, beginning of year	**119,422**	127,569
Cash and short-term investments, end of year	**190,242**	**119,422**
Consisting of:		
Cash	**972**	11,929
Short-term investments	**189,270**	107,493
	190,242	**119,422**

Notes to Financial Statements

December 31, 1999

1. Legal status and nature of activities

The Communauté urbaine de Montréal is a regional government body made up of 29 member municipalities and responsible for certain regional municipal activities. The Community was created under an Act of the Assemblée nationale du Québec on January 1, 1970 (chapter 84 of 1969 Québec statutes). Furthermore, this law created the Conseil des arts of the Community which has as its mission the combination and the coordination of artistic and cultural initiatives in the territory of the Community.

By virtue of the same law, the Société de transport de la Communauté urbaine de Montréal is responsible for mass transit in the territory. The funds required by the Community to cover its annual expenditures and more particularly, its charges for long-term debt and the expenditures of the Société de transport de la Communauté urbaine de Montréal, once sundry revenue and grants have been excluded, are payable by the municipalities in its territory in proportion to their respective fiscal potential.

Since 1996, further to new provisions in the Act respecting the Community, the latter is required to contribute to the capital expenditures fund for metropolitan transportation and the operating costs of the suburban trains managed by the Agence métropolitaine de transport. This organization succeeds the Société de transport de la Communauté for the operation of the suburban trains. The mission of the Agence métropolitaine de transport is to support, develop, coordinate and promote collective metropolitan transportation.

2. Summary of significant accounting policies

The Financial Statements of the Community are presented in accordance with generally accepted accounting principles in the public sector, taking into consideration the Act respecting the Communauté urbaine de Montréal, municipal accounting practices and, in general, the directives outlined in the Handbook of Standardized Municipal Accounting in Québec published by the ministère des Affaires municipales et de la Métropole.The accounts of the Community are classified in various self-balancing funds.

The following is a summary of significant accounting policies of the Community:

a) As mentioned in note 2j, the Financial Statements of the Community do not include the assets, liabilities and operations of the Société de transport de la Communauté urbaine de Montréal and of the Agence métropolitaine de transport. However, they include the contribution of the Community to the financing of the activities of the Société de transport, in the amount of $231.6 million and also the contribution to the Agence métropolitaine de transport in the amount of $24.1 million.

b) The Combined Balance Sheet and Changes in the Combined Financial Situation include the accounts of the following funds and statement, after interfund eliminations:

General

Capital expenditures

Long-term debt

Long-term assets

Sinking

Working capital

Conseil des arts

GENERAL FUND

The General Fund is used to account for the current operations of the Community, as provided in the annual budget, as well as for the assets and liabilities related thereto.

c) The operations of the Community are accounted for on a modified accrual basis. Vacation and sick leave benefits and interest on long-term debt are accounted for on a cash basis.

d) Purchase orders and work requisitions are charged to annual expenditures in order to assure budgetary control, even if the goods are not delivered or the services not rendered.

e) Long-term debt expenses charged to annual expenditures include payment of interest on long-term debt, allocation to the reserve for long-term debt redemptions, amortization of the unrealized foreign exchange losses and payment of principal not subject to refinancing.

f) The Community record in its assets the parts inventory of the Wastewater Treatment Plant at the lesser of the average cost or of the replacement cost.

CAPITAL EXPENDITURE FUND

The Capital Expenditure Fund is used to account separately for expenditures financed through loan by-laws as well as expenditures and items acquired through the General Fund. These expenditures are carried forward to the Long-term Assets Statement.

g) Interest paid on temporary financing of capital expenditures under the loan by-laws, pending permanent financing, is charged to the related by-law.

h) The encumbrances of the capital expenditures fund contracted for works to be performed after the end of the year are not charged to annual expenditures.

LONG-TERM DEBT FUND

The Long-term Debt Fund includes the long-term borrowings contracted by the Community and identifies the method of reimbursement of this debt.

i) Long-term debt, payable in foreign currencies, is converted into Canadian dollars at the exchange rates prevailing at the balance sheet date. However, long-term debt covered by foreign exchange contracts is converted at the exchange rates established in these contracts. The resulting unrealized foreign exchange losses are accounted for and amortized on a straight-line basis over the remaining life on the loan by-laws.

STATEMENT OF LONG-TERM ASSETS

The Statement of Long-term Assets presents the assets acquired by the Community in its capital expenditure Fund. The assets are classified according to their economic nature and also according to the method of their financing.

j) The assets do not include the assets of the initial metro network and the cost of the metro extensions which were transfered to the Société de transport.

k) The Long-term Assets Statement contains only items acquired at a unit cost of at least $500,000 which were charged to the General Fund's operations since 1984.

SINKING FUND

The Sinking Fund is used to account for transactions relating to amounts accumulated for the reimbursement of long-term borrowings. The assets of the sinking fund represent amounts accumulated which are divided into two components: reserve for reimbursement of capital and reserve for the unrealized foreign exchange losses.

WORKING CAPITAL FUND

The Working Capital Fund is used to account for all transactions related to temporary financing of the various Community funds.

3. Amounts recoverable from the gouvernement du Québec applicable to long-term debt redemptions

The gouvernement du Québec subsidizes annually 60% of long-term debt charges related to the metro extensions project in regard of issues prior to 1981 and of any part of such issues refinanced subsequently, and 100% of such long-term debt charges in regard of issues subsequent to this date; however, some expenditures and certain metro network improvement projects are being assumed by the Community municipalities. The gouvernement du Québec subsidizes 76.46% of the long-term debt charges in respect of costs of wastewater treatment.

4. Capital expenditures and amounts recoverable for long-term debt repayment related to metro extensions

The Community has recorded an amount of $624.6 million which is recoverable for the repayment of the long-term debt related to the metro assets totalling $447.7 million from the gouvernement du Québec and $176.9 million from the municipalities.

5. Borrowing authority

a) The Council of the Communauté urbaine de Montréal has adopted loan by-laws for capital expenditures totalling $4,907.1 million ($4,894.2 million in 1998). As at December 31, 1999 the financing of $2,815.2 million was realized ($2,782.6 million in 1998).

b) The Community can borrow up to $125.0 million from its Working Capital Fund for temporary financing purposes.

6. Contractuel obligations

a) Collective Agreements

According to the existing collective agreements between the Community and its employees and to certain provisions of the Community's governing legislation, the Community is liable to its employees for the unused sick leave benefits accumulated to their credit. Such liability amounts to approximately $65.3 million as at December 31, 1999 ($76.2 million in 1998); of this amount, the Community will recover approximately $0.3 million ($0.6 million in 1998) from certain municipalities.

The Community is also liable to its employees for days accumulated with a view to early retirement in an amount of about $8.6 million as at December 31, 1999 ($7.5 million in 1998) and accumulated weekly holidays in a amount of approximately $5.5 million as at December 31, 1999 ($7.2 million in 1998). The liability and the recovery related to these accumulated benefits are not reflected in the balance sheet.

b) Leases

Amounts payable through 2025 under leases for rented premises as at December 31, 1999, amount to $100.7 million ($109.3 million in 1998).

c) Pension Plans

The contributions to the defined benefit Pension Plans with respect to the amortization of the actuarial deficit are charged annually to the expenses of the fiscal year.

Pursuant to agreements entered into with unions and employee associations and given the existence of actuarial surpluses in the pension plans, the Community is exempt from paying contributions pertaining to the various pension plans.

d) Encumbrances

Encumbrances of the Capital Expenditure Fund contracted for works to be performed after the end of the year amount to $20.8 million as at December 31, 1999 ($28.6 million in 1998) of which $14.0 million for wastewater treatment, $3.5 million for metro extension, $2.3 million for capital expenditure related to operation of the General Fund, $0.5 million for construction and renovation of buildings, $0.4 million for acquisition of vehicle for the Police Service and $0.1 million for regional parks (nature parks).

e) Long-term Debt

Long-term Debt maturities over the next five years are estimated at:

(in thousands of dollars)

	Maturities	To be refinanced	Net Maturities
2000	156,921	94,782	62,139
2001	335,975	208,807	127,168
2002	313,654	197,074	116,580
2003	247,928	147,734	100,194
2004	245,373	162,407	82,966

7. Contingencies

a) Claims

As at December 31, 1999, court claims pending against the Community aggregate approximately $123.7 million. However, the Community is contesting the merits of these claims before the Court. Should it be obliged to discharge them, in an amount now impossible to determine, the resulting loss would be accounted for in the operations of the funds involved.

b) Uncertainty due to the Year 2000 Issue

The Year 2000 Issue arises because many computerized systems use two digits rather than four to identify a year. Date-sensitive systems may recognize the year 2000 as 1900 or some other date, resulting in errors which use certain dates in 1999 to represent something other than a date. Although the change in date has occurred, it is not possible to conclude that all aspects of the Year 2000 Issue that may affect the Community including those related to customers, suppliers, or other third parties, have been fully resolved.

COMMUNAUTÉ
URBAINE
DE MONTRÉAL

Detailed Balance Sheet by Fund

December 31 (in thousands of dollars)

	General Fund	Capital Expenditures Fund	Long-term Debt Fund
	$	$	$
ASSETS			
Current			
Cash		696	
Investments, at cost (Market value $192,007; $108,002 in 1998)	207		
Loans to other funds	59,663		
Accounts receivable	10,735	242	
Subsidies receivable	3,201		
Inventory	5,191		
	78,997	938	
Long-term			
Investments, at cost (Market value $338,739; $430,179 in 1998)			
Long-term capital expenditure to be financed		36,588	
Long-term debt to be refinanced	30,140		
Amounts recoverable for long-term debt redemption at original exchange rate from:			
Gouvernement du Québec (note 3)			1,164,145
Municipalities			529,533
Amounts recoverable for unrealized foreign exchange losses on long-term debt from:			
Gouvernement du Québec (note 3)			60,651
Municipalities			20,299
Recovery for long-term debt charges for certain municipalities			
Amounts reserved in the Sinking Fund			500,123
Capital expenditures (notes 2j et 4)			
	30,140	36,588	2,274,751
	109,137	**37,526**	**2,274,751**
LIABILITIES			
Current			
Accounts and encumbrances payable	86,141	3,109	
Loans from other funds		34,417	
Current portion of long-term debt (note 6e)			62,139
Temporary financing			
Reserve for long-term debt redemptions			
Reserved for unrealized foreign exchange losses			
	86,141	37,526	62,139
Long-term			
Long-term debt (note 3)			2,212,612
	86,141	37,526	2,274,751
MUNICIPALITIES' EQUITY			
Net equity in capital expenditures:			
Bond issues			
Subsidies			
Out of revenue			
Other sources			
Appropriated surplus	16,754		
Unappropriated surplus	6,242		
	22,996		
	109,137	**37,526**	**2,274,751**

(1) *Represents interfund eliminations*

Statement of Long-term Debt	Sinking Fund	Working Capital Fund	Conseil des arts Fund	Total	Eliminations [1]		**Combined Balance Sheet 1999**	Combined Balance Sheet 1998
$	$	$	$	$	$		$	$
			276	972			**972**	11,929
	148,388	40,075		189,270			**189,270**	107,493
	14,829	34,417		108,909	(108,909)	(a)		
			64	11,041			**11,041**	14,713
				3,201			**3,201**	5,552
				5,191			**5,191**	4,715
	163,817	74,492	340	318,584	(108,909)		**209,675**	144,402
	336,306			336,306			**336,306**	404,828
				36,588	(35,975)	(g)	**613**	537
				30,140			**30,140**	
				1,164,145	(716,396)	(e)	**447,749**	468,600
				529,533	(352,678)	(e)	**176,855**	185,402
				60,651			**60,651**	106,918
				20,299			**20,299**	36,673
					1,587	(d)	**1,587**	1,984
				500,123	(500,123)	(b)		
1,693,639				1,693,639			**1,693,639**	1,671,472
1,693,639	336,306			4,371,424	(1,603,585)		**2,767,839**	2,876,414
1,693,639	**500,123**	**74,492**	**340**	**4,690,008**	**(1,712,494)**		**2,977,514**	**3,020,816**
			274	89,524	66	(c)	**89,590**	75,999
		74,492		108,909	(108,909)	(a)		
				62,139			**62,139**	78,601
35,975				35,975	(35,975)	(d)		
	391,661			391,661	(391,661)	(b)		
	108,462			108,462	(108,462)	(b)		
35,975	500,123	74,492	274	796,670	(644,941)		**151,729**	154,600
				2,212,612			**2,212,612**	2,301,566
35,975	500,123	74,492	274	3,009,282	(644,941)		**2,364,341**	2,456,166
1,537,522				1,537,522	(1,067,487)	(a)	**470,035**	429,167
86,626				86,626			**86,626**	86,405
21,272				21,272			**21,272**	10,993
12,244				12,244			**12,244**	12,146
				16,754			**16,754**	25,157
			66	6,308	(66)	(c)	**6,242**	782
1,657,664			66	1,680,726	(1,067,553)		**613,173**	564,650
1,693,639	**500,123**	**74,492**	**340**	**4,690,008**	**(1,712,494)**		**2,977,514**	**3,020,816**

Long-term Debt Fund - Detailed Balance Sheet

December 31 (in thousands of dollars)

	Metro Extensions	Wastewater Treatment
	$	$
Method of reimbursement		
Recoverable from the gouvernement du Québec [1]		
Amounts for long-term debt redemptions at original exchange rate	447,749	712,697
Unrealized foreign exchange losses	53,494	8,237
	501,243	720,934
Recoverable from municipalities		
Amounts for long-term debt redemptions at original exchange rate	176,855	219,420
Unrealized foreign exchange losses	18,176	2,536
	195,031	221,956
Amounts reserved in the Sinking Fund		
For long-term debt redemptions at original exchange rate	181,264	147,062
For unrealized foreign exchange losses	91,246	15,898
	272,510	162,960
	968,784	**1,105,850**
Long-term debt		
Canadian dollars	456,596	976,765
United States dollars	381,419	67,221
Japanese yen	60,053	
Deutsche marks	38,992	
Swiss francs	31,724	31,724
	968,784	1,075,710
Amounts to be refinanced		30,140
	968,784	**1,105,850**

[1] *The recoveries have been allocated on the basis of percentages referred to in note 3 to the Financial Statements.*

Regional Parks	Telecommunications System	Construction and renovation of buildings	Disposal Site	Metropolitan Boulevard	Refinancing Costs for New Bond Issues	**1999**	1998
$	$	$	$	$	$	**$**	$
1,784					1,915	**1,164,145**	1,205,983
					(1,080)	**60,651**	106,918
1,784					835	**1 ,224,796**	1,312,901
77,328	2,559	45,435	5,656	1,587	693	**529,533**	536,408
(17)	(8)	(35)	(1)	(133)	(219)	**20,299**	36,673
77,311	2,551	45,400	5,655	1,454	474	**549,832**	573,081
36,874	8,484	10,412	4,395	2,381	789	**391,661**	391,986
(11)	(5)	(19)		1,909	(556)	**108,462**	102,199
36,863	8,479	10,393	4,395	4,290	233	**500,123**	494,185
115,958	**11,030**	**55,793**	**10,050**	**5,744**	**1,542**	**2,274,751**	**2,380,167**
115,958	11,030	55,793	10,050		1,542	**1,627,734**	1,691,361
				5,744		**454,384**	505,002
						60,053	57,588
						38,992	48,216
						63,448	78,000
115,958	11,030	55,793	10,050	5,744	1,542	**2,244,611**	2,380,167
						30,140	
115,958	**11,030**	**55,793**	**10,050**	**5,744**	**1,542**	**2,274,751**	**2,380,167**

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